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# USAID/MACEDONIA JUDICIAL STRENGTHENING PROJECT

**END OF YEAR QUARTERLY REPORT: OCTOBER – DECEMBER 2014**



JANUARY 23, 2015

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech DPK.

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# LIST OF ACRONYMS

ABMS	Automated Budget Management System
AC	Administrative Court
ACCMIS	Automated Court Case Management and Information System
APDP	Agency for Personal Data Protection
AFFT	All for Fair Trials Coalition
AO	Administrative Office (of the Court Budget Council)
BC	Basic Court
CAA	Court Administration Association
CBC	Court Budget Council
CIRa	Center for Institutional Development (Macedonia)
CSC	Court Services Council
CSO	Civil Society Organization
DCM	Differentiated Case Management
ECR	Electronic Court Recording
ELSA	European Law Students' Association
ESE	Association for Emancipation, Solidarity and Equality of Women
EU	European Union
IDEAS	Investment Development and Export Advancement Support Project
IR	Intermediate Result
ICT	Information and Communications Technology
IT	Information Technology
JBF	Judicial Branch Forum
JC	Judicial Council of the Republic of Macedonia
JSP	Judicial Strengthening Project
JTA	Academy for Judges and Public Prosecutors (also known as Judicial Training Academy)
LCM	Law on Case Management
LCP	Law on Civil Procedure
LCS	Law on Court Service
LPA	Legal Professional Association
MBA	Macedonian Bar Association
MCMP	Macedonia Court Modernization Project
MISA	Ministry of Information Society and Administration
MJA	Macedonian Judges Association
MOJ	Ministry of Justice
MYLA	Macedonian Young Lawyers' Association
NENO	Network of Estonian Non-Profit Organizations
NGO	Non-governmental Organization
NTS	National Time Standards
RM	Republic of Macedonia
ROLC	Rule of Law Council
SC	Supreme Court of the Republic of Macedonia

ToT	Training-of-Trainers
Tt DPK	Tetra Tech DPK
T&P	Trajkovski & Partners Consulting DOOEL
US	United States
USAID	United States Agency for International Development
USG	United States Government

# I. EXECUTIVE SUMMARY

## ACHIEVEMENTS THROUGHOUT 2014

### *Judicial Strengthening Project (JSP) Result Areas*

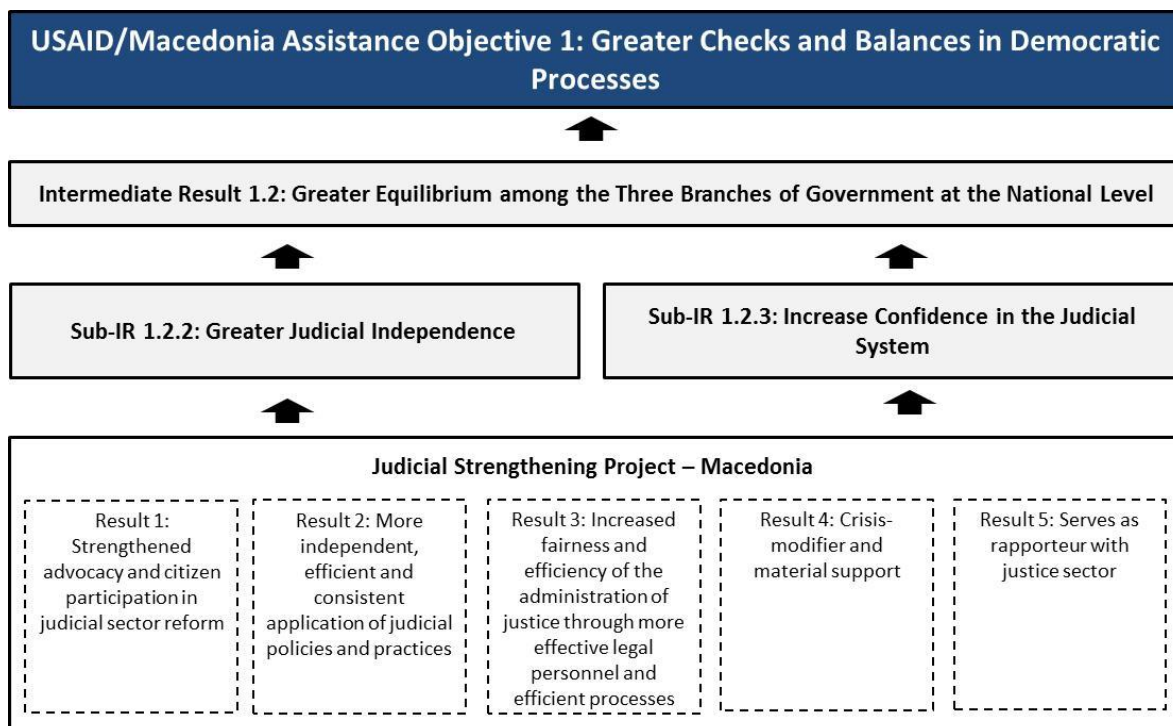
The United States Agency for International Development (USAID)/Macedonia Judicial Strengthening Project (JSP) employs a results-driven approach to its planning and programming. In Year 3, the project continued to focus on five key results:

- Result 1: Strengthened advocacy and citizen participation in judicial sector reform
- Result 2: More independent, efficient, and consistent application of judicial policies and practices
- Result 3: Increased fairness and efficiency of the administration of justice through more effective legal personnel and efficient processes
- Result 4: Crisis-modifier and material support
- Result 5: Serving as *rapporteur* with justice sector

These five results areas contribute to the USAID Foreign Assistance Framework for Macedonia.

### *USAID Results Framework*

The JSP supports the USAID/Macedonia Assistance Objective 1: Greater Checks and Balances in Democratic Processes. Under this Assistance Objective, the project supports Intermediate Result (IR) 1.2: Greater Equilibrium among the Three Branches of Government at the National Level. Specifically, the JSP works toward Sub-IR 1.2.2: Greater Judicial Independence; and Sub-IR 1.2.3: Increased Confidence in the Judicial System. The chart below illustrates the conceptual linkages between the JSP and the USAID/Macedonia Framework.



## *Background*

After gaining independence in 1991, Macedonia took steps to integrate an independent judiciary and the rule of law into its constitution and statutes. In 2001, it assumed obligations related to the harmonization of its national legislation with European Union (EU) law and committed to the overall reform of the justice system. The movement toward reform began in earnest more than ten years ago, when significant donor assistance became available.

The noteworthy steps taken to integrate an independent judiciary and the rule of law into its constitution and statutes since 1991 include the following:

- **2001:** Macedonia signed the Stabilization and Association Agreement with the European Union (EU), committing it to harmonizing its legislation with EU law
- **2004:** The government adopted the National Strategy for Reform of the Justice System, aimed at establishing a functional, independent, and autonomous judiciary and public prosecution system
- **2004:** The Law on Court Budget went into effect, giving the judiciary responsibility to maintain its own budget and strengthening the financial independence of the judiciary
- **2005:** The government enacted amendments to the Constitution, giving authority to the Judicial Council and Public Prosecutor's Council and allowing courts to specialize and improve efficiency
- **2006:** The judiciary implemented a private bailiff system to enforce court decisions and established the Judiciary Training Academy to promote merit-based selection for judges and public prosecutors
- **2008:** The Law on Court Service was enacted, granting the judiciary responsibility for court administration and human resources
- **2009:** The judiciary deployed an automated case-management system in all courts, streamlining case processing and reducing backlog
- **2010:** Law on Court Budget strengthens the financial independence of the judiciary
- **2011-13** The judiciary enhances transparency through the implementation of electronic recording of court hearings
- **2012-2014:** The judiciary enhances reporting capacity through new statistical software hosted at the JC
- **2013-2014:** The court system enacted policies on backlog reduction and decreases significant number of old cases

As an offshoot of the legal framework reforms, several institutions critical to the seamless operations and administration of the courts have been established within the judiciary. These institutions include the Court Budget Council (CBC), Court Services Council (CSC), Judicial Council of the Republic of Macedonia (JC), Administrative Office of the CBC (AO), Academy for Judges and Public Prosecutors (JTA), Supreme Court Working Committee for standardization of the usage of the Automated Court Case Management and Information System (ACCMIS), and Case Processing and Backlog Committees of the Court. Several organizations within the justice sector also have the potential of supporting and providing a voice for an independent judiciary. These organizations include the Macedonian Judges Association (MJA), Macedonian Bar Association (MBA), Macedonian Young Lawyers' Association (MYLA); and the Court Administration Association (CAA).

In addition, several civil society organizations (CSOs) could potentially assist in enhancing the role of an independent judiciary and support the principals of the rule of law.

Several of the organizations, associations, and chambers mentioned above are relatively newly formed. Others are older, venerable organizations. Most, however, have not reached their full potential and are in need of capacity building to enable them to serve their members and constituencies better and to become more effective advocates for a truly independent judiciary.

It was against this backdrop that the JSP was conceived. On November 23, 2011, a contract was signed between Tetra Tech DPK (Tt DPK) and USAID with the goal of furthering the judicial branch reforms by strengthening the capacities of institutions and judicial actors to support an independent, efficient, and sustainable judiciary.



Administrative issues: Ms. Ana Velkovska was hired on April 1, 2014 for the position of Court Administration Assistant. Her probationary period ended on June 30 with satisfactory performance, and signed her full time employment contract.

## **RESULT 1: STRENGTHENED ADVOCACY AND CITIZEN PARTICIPATION IN JUDICIAL SECTOR REFORM**

During the first project year, the JSP performed a short focused assessment of 11 legal professional associations (LPAs) and CSOs to identify those potentially effective in terms of their ability to advocate for judicial sector reform and be key players in initiating national reform campaigns. From that assessment, the JSP identified three organizations that were targets of opportunity for improved advocacy—the MJA, CAA and MYLA.

During the second project year, the JSP designed, delivered, and completed a training program to build the capacities of these three organizations. The training program included a comprehensive series of 31 trainings and workshops customized for each of the three targeted LPAs. The goal was to foster the demand side of judicial reform and build pressure on the Government of Macedonia and judicial leadership to undertake reforms that advance judicial independence and effectiveness.

### **Summary of Successes for Result 1**

- ROLC launched and Strategic Plan developed
- ELSA website launched
- Two informational brochures for ELSA printed and distributed
- ELSA brochure *Juvenile Justice System—Prevention Instead of Punishing* presented in the largest criminal court, juvenile detention center, and social care institution
- Judicial Code of Ethics printed and distributed
- CAA drafted changes and amendments to the Law on Court Service, and presented to MOJ
- Developed Domestic Violence Bench Book for Judges with ESE

### **Requirement 1.1 A short focused assessment, baseline survey, and resulting action plan on justice sector professional associations and CSOs and the role they can play in strengthening the rule of law area in Macedonia**

The JSP accomplished Requirement 1.1 in Year I.

### **Requirement 1.2 The capacity of at least two judicial sector professional associations are improved**

In the third year, the JSP provided intensified support to the MJA, CAA, and MYLA to build their capacity to provide enhanced services and advocate for the interests of their members. In addition, specific and focused attention was given to the emerging Rule of Law Council (ROLC), a broad-based coalition of LPAs and CSOs to act as a watchdog in the area of the judiciary and to advocate for an independent judiciary and the rule of law. The sections below outline the follow-up activities and events carried out during 2014.

#### ***Court Administration Association (CAA)***

The CAA, an organization representing approximately 1200 court employees, is very active in proposing and writing new rules and sub-regulations and advocating for reform.

- *Support for office assistance.* The project continued to support the CAA's daily activities with the provision of an office assistant/intern, with a small stipend for daily expenses. The internship agreement covered the period of January 15–November 14, 2014 and provided for administrative support in various tasks including the preparation of sessions, maintenance of regular communications with CAA members, and management of logistical support for the implementation of trainings for CAA members. CAA transitioned this internship program position into a full-time position in December 2014.

With this support, the JSP addressed a finding of initial and follow-up assessments completed by the Center for Institutional Development (Macedonia) (CIRa) that identified a lack of professional personnel and a well-functioning administrative office as root causes of problems in the functioning of this young professional organization. The assistant helped in the development of the CAA's third newsletter and the organization of the CAA's fifth Annual Assembly, both JSP-supported. The assistant also helped organize a number of workshops and other events, supported by JSP for CAA members.



- *Support for drafting changes and amendments to the Law on Court Service (LCS).* Throughout the year, the JSP supported CAA's efforts to prepare changes and amendments to the LCS and present them to the Ministry of Justice (MOJ). The new LCS was passed by the Parliament on March 4, 2014 through a quick and non-transparent procedure, and was not positively received by CAA membership, who considered the LCS to be a reflection of the previously enacted Law on Civil Servants and lacking in understanding of the differences and specific characteristics of the court administration system. Two roundtables were held on February 11-12 and April 28-29 for CAA members to voice their concerns and draft proposed amendments to the LCS. The proposed amendments mainly focused on the status, qualifications, employment, promotion, performance evaluation, and disciplinary responsibility of court employees. In December, CAA submitted the proposed changes and amendments to the MOJ for review and consideration.
- *Support for a CAA newsletter publication.* The CAA prepared its third newsletter, and JSP supported the printing and distribution of 1,500 copies. The newsletter was first distributed at the CAA Annual Assembly and then through the CAA branch offices. It included general information on CAA operations, its accomplishments during 2013, as well as future, planned activities. CAA members recognized the newsletter as a valuable tool in conveying information to and communicating with the entire membership, as well as judges, media, and other stakeholders.
- *Support for Annual Assembly of the CAA.* On May 28-30, the CAA held its Fifth Annual Assembly in Tetovo, with support from JSP. The agenda included reviewing the CAA's proposed revisions to the new LCS, a presentation by the Ombudsman on the new LCS, and a presentation of the Courts' House Rules and Regulations for personal data protection. The CAA also re-elected Mr. Borce Mirceski, who will serve another mandate as president of CAA for the next five years.
- *Support for participation at the International Conference of the International Association for Court Administration (IACA).* Upon the request of the CAA President, the JSP supported the participation of a Macedonian delegation to the Seventh International Conference of IACA. The Conference was held on September 24-26 in Sydney, Australia on "International Perspectives on Justice Administration 10 Years On." The Macedonian delegation consisted of two CAA members.
- The project also continued supporting the efforts of the CAA and other interested LPAs in the development of a broad-based coalition to assist the rule of law and foster an independent judiciary.

### ***Macedonian Judges Association***

The MJA represents most of the judges (640 in total) in Macedonia and is active in providing a forum for discussion of various issues facing the society. During 2013, the JSP provided assistance in drafting a Judicial Code of Ethics (Code) and developing a Judicial Ethics Advisory Committee. The Judicial Ethics Advisory Committee became an MJA initiative after their representatives were exposed to the practice in some US jurisdictions and the learned of the benefits to judges during the second Judicial Branch Forum (JBF) in March 2013.

In March 2014, a draft of the Code was circulated through MJA branch offices for review and feedback and on June 20, the MJA adopted the new Code. As required by the new Code, the Advisory Body was established and fully functional by September. After discussion with and approval of the COR, the JSP pledged to support publishing and distribution of booklets containing the text of new Code and posters with excerpts from the Code for all judges.

During the last quarter of 2014, the new Code was finalized, proof-read, and translated, and a design was developed by a professional designer engaged by JSP. A total of 800 copies of the booklet (600 in Macedonian, 150 in Albanian, and 50 in English) and 700 poster format copies (all in Macedonian) were printed and distributed to all judges in Macedonia.

### ***Macedonian Young Lawyers Association (MYLA)***

MYLA provides continuing legal education for young lawyers, works to promote and advance the legal profession in Macedonia and access to public information, and supports the establishment of a free legal aid

system. During Year 3, the JSP supported the publishing of an analysis developed by MYLA developed an analysis entitled “Access to Legal Professions for Young Lawyers.” The analysis encompasses reviews of the legislative framework reforms implemented in the past ten years relating to legal studies, practical work on legal matters, and the bar examination. The analysis represents a continuation of the initiative to improve access to legal professions for young lawyers, which began with the JSP-supported one-day National Conference “The Legal Profession in the Republic of Macedonia – Problems Challenges and Perspectives” held in December 2013 as part of a celebration of MYLA’s 10th anniversary.

JSP also supported a MYLA training session on strategic litigation of human rights and another on project cycle management and preparation and design of project proposals. Current and former members of MYLA delivered the trainings exclusively for members of ELSA in an attempt to foster a stronger relationship between the two organizations and to transfer the knowledge and the lessons learned from MYLA’s major projects and activities. ELSA participants praised the two sessions as exceptional and truly helpful for their careers.

In the last few months of 2014, the JSP undertook to engage Mr. Adam Weiss, Legal Director of the European Roma Rights Center, as a consultant for advanced strategic litigation training of MYLA lawyers who are committed in this field. This consultancy is planned for January 26-28, 2015.

JSP also supported the re-registration of two of MYLA’s web domains for three additional years.

### ***Rule of Law Council (ROLC)***

In accordance with the JSP third year work plan, the project supported the founding and launching of the ROLC, an initiative which originated from the study tour conducted in April 2013 to Estonia and Sweden to study how LPAs and CSOs in those countries strengthen judicial independence and increase public confidence in the judiciary. The broad-based umbrella association—a coalition of the All for Fair Trials Coalition (AFFT), MYLA, CAA, and ELSA was formed to advocate for an independent judiciary and the rule of law.

During the reporting period, the ROLC streamlined the process of establishing its organizational structure and principles of work. In March and December 2014, with the assistance of a US small business engaged by the JSP, Kaizen Company, the ROLC revised its mission and vision, and developed a one-year strategic plan, detailing necessary steps to succeed in building the coalition as envisioned. Upon the ROLC’s request, The JSP subsequently facilitated the visit of Mr. Urmo Kübar, the Executive Director of the Network of Estonian Non-Profit Organizations (NENO), whom ROLC representatives had met on the study tour. Mr. Kübar facilitated a workshop to provide ROLC members with a thorough understanding of the inception and progress of NENO as well as to provide useful advice for the development and growth of the ROLC.

In accordance with its strategic plan, the ROLC developed an advocacy plan that included a public awareness media campaign on the new Law on Criminal Procedure, which represents one of the major ROLC activities. Bearing in mind its importance to the ROLC and the potential wider impact in Macedonia, the JSP pledged to support the implementation in its entirety. A critical initial step was taken on October 20, 2014, with the issuance of a Request for Proposals. The procurement process was completed in December and the contract with the most successful bidder, McCann Erikson Group, was signed on December 26. The campaign is expected to be launched in early February 2015.

### ***Assistance to Other Selected Organizations***

In addition to the capacity and sustainability initiatives offered to the three targeted organizations, the JSP provided ad hoc development assistance to other non-governmental organizations (NGOs) and CSOs working in the judicial sector. Civil, political, and economic societies are instrumental to the success of the rule of law efforts. Accordingly, the JSP has taken steps to integrate these groups into the overall fabric of Result 1. During the third year, the JSP provided support and assistance to partner NGOs/CSOs in the following events, activities, and assistance.

### ***European Law Students Association (ELSA)***

In its third year of implementation, the project contributed to the development of two ELSA thematic brochures. The first brochure, titled “*You Have the Right to Know*” addressed citizens’ free access to public information.

The second brochure focused on free legal aid: eligibility for receiving free legal aid, descriptions of procedures for obtaining free legal aid, listings of the providers, and other meaningful information. The distribution and promotion of the brochures will start in early 2015 in a selected number of courts, with later distribution and promotion among students and the wider public planned, since they touch upon subjects of significant importance to each citizen.

JSP helped organize three presentations of a previous ELSA brochure focusing on juvenile justice. On January 27, at 11 Oktomvri Social Care Institution in Skopje, two ELSA members, a public prosecutor, and a judge presiding over juvenile cases presented the brochure and discussed juvenile delinquency matters. The second presentation was held on February 25 in the juvenile detention center in Veles. The presentation was attended by high school students from the Jovce Teslickov High School in Veles, protégés from the 11 Oktomvri Social Care Institution, and detainees from the detention center. On May 7, the third presentation took place at the Basic Court Skopje 1 and approximately 40 students from the secondary school Vasil Antevski Dren attended.

JSP also assisted in the development of an entirely new ELSA website, which consists of two platforms: one designed for public use containing general information about ELSA's activities and contact information; and, a second accessible only to ELSA members containing an array of services and tools. The website was officially launched in September, following a training for ELSA members on populating and maintaining the website, provided by the vendor, Virgo Computers. The vendor also prepared a user's manual for future ELSA website administrators, which is included in the administration portion of the website.



With the support of JSP, ELSA prepared new promotional materials for improving its representation among the partners and attracting potential new members. A total of one thousand bilingual copies (Macedonian and English) of brochures and flyers were printed. Furthermore, with JSP's assistance, ELSA representatives held a promotional event highlighting the

organization and its activities at the University Goce Delchev in Shtip. The objective of this event was to attract new members from the University and ultimately create a local ELSA group in Shtip.

### ***Macedonian Bar Association (MBA)***

The MBA is an autonomous and independent public service organization that provides legal assistance, in accordance with the Law on the Bar and other regulations. During 2013, MBA elected a new president and board members. MBA was one of the organizations that embraced the EMBRA trainings when MJA withdrew from participation, and, since joining the program in 2013, members of the MBA have attended four EMBRA trainings/workshops.

Per the work plan, the JSP supported the development of a completely new MBA website. The JSP contracted with the local vendor Fridge Check in April 2014. Fridge Check and the MBA started with a preliminary version of the website, which was then transferred to a different hosting service. The vendor populated the new website with data received from the MBA and transferred data from the old to the new website. The MBA approved the first draft design of the website on May 30, and the website was prepared for launch in early July.

During August and September, the vendor made final adjustments to the design and functionalities of the website in compliance with the needs of the MBA and populated the website with data received from the MBA. A training program on updating the content for the MBA staff was implemented in October and the official launch of the website was expected in November. To date, the event has not been organized because of copyright issues with the old web page, which denies its replacement with the new one.

### ***Association for Emancipation, Solidarity and Equality of Women (ESE)***

In the third project year, the JSP assisted ESE to prepare a Bench Book on Domestic Violence for judges working in the criminal and civil sectors. Short-term technical expert, United States (US) Judge Michael Kavanagh, was brought onto the project in May to help define the necessary steps and outline a schedule for preparation the Bench Book. Judge Kavanagh assisted a working group consisting of five basic court judges and

three ESE employees in the production of the Bench Book, and provided valuable insight about the role of judges in providing appropriate and timely legal protection to the victims of domestic violence. Subsequently, two workshops were held with JSP's support, on June 16-17 and September 25–26, during which the working group finalized the text of the Bench Book. During the last quarter, the JSP and ESE completed final edits of the content and prepared the design of the Bench Book. The printing of 200 copies is expected in early January 2015.

## **RESULT 2: MORE INDEPENDENT, EFFICIENT, AND CONSISTENT APPLICATION OF JUDICIAL POLICIES AND PRACTICES**

This result focuses on supporting and sustaining reforms that strengthen judicial independence and promote more effective and accountable operations of judicial sector institutions and the courts. The project has worked toward strengthening the institutional capacity of various judicial governance bodies to draft new legislation and policies allowing the judiciary to be more autonomous, accountable, transparent, and effective. It has also worked on fostering communication and cooperation between justice sector actors and institutions.

### **Requirement 2.1: Legal Framework and Judicial Branch Policies Strengthen Independence, Effectiveness, and Accountability of the Judicial System**

#### **Summary of Successes for Result 2**

- JBF institutionalized as a venue for discussion of high level judicial administration issues and three meetings held
- Judicial Practice Bulletins and End-of-Year Reports of the four appellate courts and the Supreme Court contributing towards the harmonization of judicial practice and improved transparency and communication among judges
- Three-year Strategic Plans for the Basic Court Skopje 1, Basic Court Skopje 2 and the Academy for Judges and Public Prosecutors developed

#### ***Judicial Branch Forum (JBF)***

During 2014, the JSP continued to support the quarterly meetings of the JBF as an opportunity for the leaders of judicial branch institutions and associations to discuss the progress, current status, and next steps in the implementation of judicial reforms in Macedonia. Participants include top policy makers and decision makers of the Macedonian judiciary: the president of the Judicial Council (JC), Chief Justice of the Supreme Court (SC), president of the CSC, director of the JTA, four presidents of the appellate regions, presidents of the High Administrative and Administrative Courts, head of the AO of the CBC, president of the MJA, and president of the CAA.

JSP organized three JBF meetings on February 20-21, June 26-27, and October 21-22, soliciting topics for discussion from the JBF members for each. These topics were typically overarching policy issues requiring review, discussion, and possible further action. Some of the key judicial issues on the agendas of JBF meetings included: the judicial ethics code, Differentiated Case Management (DCM), creation of courts' analytical offices, staffing guidelines, and training on the implementation of the Law on Civil Procedure (LCP).

Following fruitful presentations and discussions, the participants reached the following major conclusions:

- The implementation of systematic training of judges on the key provisions of the LCP is tentatively scheduled for December 15. A total of nine trainings for all civil judges will be conducted, along with a final session at which representatives from the judiciary, the Notary Chamber, the Chamber of Enforcement Agents, and the MBA will be invited.
- The SC's Department for Trial within a Reasonable Time will prepare an analysis of the relative responsibility of administrative bodies and courts in violation of the right to a trial within a reasonable time. The separation of administrative and judicial responsibility would impact the determination of amounts of just compensation, which are currently a burden on the judicial budget.
- A CSC working body will prepare an analysis of the positions in those courts in which employees have inadequate education. A description of duties and responsibilities for all court positions will also be prepared with the aim of unifying responsibilities for each posting.



- To improve the quality of training programs organized by the JTA, training-of-trainers (ToT) sessions should be regularly organized, written materials for each training should be prepared and disseminated to the participants before each training, and trainers should be given enough time to prepare quality training sessions.
- The appellate courts and the SC should take a more active role in the selection of the topics for continuous education of the judges at the JTA. Topics should be based on issues from jurisprudence that the basic courts (BCs) have come across in the course of their work.
- JSP will provide technical assistance to the Administrative Court by conducting a short and focused analysis on the current state of affairs and preparing recommendations for improving efficiency.

**Requirement 2.2: Administration and Management Rules, Policies and Procedures, Systems and Practices Support to a Modern Court system; Work with Judicial Sector Authorities and Actors to Establish Effective Governance and Operational Systems for Managing Court Resources, Budget Human Resources, Facilities, Equipment, Etc.; Strengthen Managerial Capabilities and Introduce Performance Standards**

*Strategic Plan for the Judiciary*

The project supported the JC in the preparation of a new strategic plan for the judiciary for 2014-2016. The previous plan covered 2010-2012. The JSP engaged local subcontractor CIRa to facilitate the strategic planning process, which included members of the JC, courts, JTA, MOJ, as well as judicial sector LPAs. The initiative was implemented in three phases:

1. Assessment of the implementation of the Judiciary's Strategic Plan from 2010-2012;
2. A series of workshops to develop a new 2014-2016 Strategic Plan; and,
3. Presentation and review of the new strategic plan with designated judicial system actors.

Phase 1 was completed in December 2013. The Strategic Plan was developed during a two-day workshop and three in-house sessions, from December 2013 through March 2014. The draft Strategic Plan was presented to key judicial representatives at a fourth and final workshop on March 3 at the JC premises.

The following major goals for the judiciary were included in the Strategic Plan for 2014-2016:

- Ensuring and guaranteeing the independence of the judiciary;
- Increasing the efficiency of the courts and strengthening the public trust;
- Ensuring a satisfactory level of the judicial budget for continuous execution of the functions of the judiciary institutions; and
- Continuous improvement of the expertise and skills of judges and court administration.

*Strategic Plans for the Basic Court Skopje 1, Basic Court Skopje 2 and the Academy for Judges and Public Prosecutors*

The project supported the two largest courts in Macedonia—BC Skopje 1 and BC Skopje 2—and the JTA in preparing three-year strategic plans for 2015-2017. As part of this initiative, the JSP awarded a subcontract to local business Trajkovski & Partners Consulting DOOEL (T&P) to support the development of the strategic plans. The strategic planning process included management and key personnel from each institution and was implemented in three phases:

1. Initial assessment and review of the work and accomplishments in the last 3 years;
2. One general strategic planning workshop per institution and a series of in-house workshops for each of the institutions to facilitate the creation, adoption, and implementation of the strategic plans; and,
3. Finalization of the three year strategic plans after consultation and input from relevant institutional actors and JSP.

The strategic plans were developed from June through November 2014. The strategic planning process was conducted based on the international best practices as well as national methodologies for strategic planning,

including: the criteria for excellence from the *International Framework for Court Excellence- IFCE*; *EU Common Assessment Framework - CAF* adopted by the Ministry of Information Society and Administration (MISA); and, recommendations of the *Balanced Scorecard* technique.

### ***Support for the Administrative Office (AO) of the Court Budget Council (CBC)***

**Support Development of Needs-Based Budgets:** During 2014, the JSP continued its efforts assisting courts to develop budget proposals based on objective, high-quality, and consistent data. The JSP contracted with local consulting firm BASME for the delivery of five trainings on financial management, human resources management, projecting case workloads, and calculating cost-per-case. The trainings built on the budget development model outlined in the *Functional Analysis for Improvement of the Organizational Effectiveness of the Courts (Functional Analysis)*, which was funded by the World Bank and developed by BASME. The CBC has since incorporated the *Functional Analysis* criteria and budget preparation methodologies into the guidelines it sends annually to all courts in Macedonia.

The trainings were designed to help courts develop accurate budget proposals in 2015 based on realistic projections for the volume of workload in the next three years. The trainings targeted president judges, heads of court departments, court administrators, and court finance staff of the four appellate regions, and were implemented as follows:

- May 6-7, in Strumica, for Shtip appellate region;
- May 19-20 in Bitola, for Bitola appellate region;
- May 22-23 in Skopje, for Gostivar appellate region; and,
- May 26-27 in Skopje, for Skopje appellate region.

After the workshops, BASME compiled and analyzed the cost-per-case data collected from all appellate courts and presented their findings at the session for all president judges on June 24. It was concluded that in order to calculate cost for each case an upgrade to the Automated Budget Management System is necessary (ABMS) .

**Support Finalization of Staffing Guidelines:** In June, the JSP engaged US expert Ronald M. Stout to support the finalization of the Court Staffing Guidelines for the Macedonia judiciary. Mr. Stout helped select members for a working group tasked with establishing recommended staffing ratios based on the level and jurisdiction of the court for five categories of court employees: (1) court administrators, (2) judge-based positions, (3) supervisory positions, (4) processing positions, and (5) information technology (IT) staff. The AO of the CBC was responsible for recommending members for this working group, which included judges and court administrators.

The working group determined the most relevant and easily comprehended work units for establishing the guidelines were as follows:

- Number of administrators per court – for court administrators;
- Number of judges served per position – for judge-based positions;
- Number of employees supervised per position – for supervisory positions;
- Number of judges’ assistants served per position – for processing positions; and,
- Number of computers per position – for IT staff.

The JSP undertook this activity upon the requests of judicial authorities to help establish and apply unified standards for the number of employees in each court, considering the uneven distribution of workforce in the courts; while some courts face significant personnel deficiencies, others have more personnel than they require. Prior to this assignment, the JSP had engaged Mr. Stout in 2012 to create a methodology for developing the guidelines.

**Upgrade of Automated Budget Management System (ABMS):** Upon request of the CBC, the JSP supported an upgrade of the ABMS necessitated by changes in the laws and sub-regulations surrounding judicial budgeting, finance, and human resources. For the implementation of this activity, the project awarded a contract



to a local IT company, Ultra, in November 2013. Ultra and the AO of the CBC worked on developing, testing, and installing newly upgraded modules, and the upgrade was completed on March 31, 2014.

ABMS allows for the standardization of processes for managing finance and human resources in the courts, and was first introduced with support from the previous USAID/Macedonia Court Modernization Project (MCMP) in 2006. The new features and upgrades allow the AO of CBC to easily generate reports regarding court employees, financial data, annual balances, etc.

**Accounting Procedures Adopted by CBC:** During a session held on April 4, the CBC adopted accounting standards and procedures developed with JSP support. In 2012 and 2013, the JSP supported several workshops for the development of protocols for court accountants aimed at standardizing the work of court accountants in developing budgets based on high-quality, comparable, and consistent financial data. During that process, the AO received valuable assistance from the State Audit Office. JC internal auditors and the State Audit Bureau noted several times that this is an area where unification in the courts is strongly recommended.

### ***Establish Court Operations Support Office (Analytical Office) in the JC and BC Skopje 1***

From September 30 to October 9, the JSP hosted US consultant Judge Joseph J. Traficanti to support establishment of an Analytical Office to perform applied research and analysis. It is envisioned that the Analytical Office will have two pilot units: one within the President Judge's office in BC Skopje 1 and one within the office of the President of the JC. Once developed, these pilot units are expected to serve as models to be replicated in other courts throughout Macedonia, primarily in courts with extended jurisdiction. As part of his assignment, Judge Traficanti also developed an action plan, which includes next steps and resources needed for establishing fully-operational Analytical Offices. The fundamental function of each court's Analytical Office would be to oversee a variety of court operations and report to the President Judge, in order to support the President Judge's administrative responsibilities.

### ***Harmonization of Decisions of Appellate Regions***

Part of the JSP's ongoing assistance to the JTA includes providing logistical support to a leadership team initiative that meets to discuss court decisions. President judges, heads of civil departments, and civil judges from the four appellate courts meet twice a year to discuss and resolve legal issues that need elaboration and harmonization among the appellate courts. On May 16, the JSP and the JTA organized the first roundtable on harmonization of jurisprudence, during which seven disputable legal issues were discussed and a consensus was reached for almost all.



On November 17-18, the JSP supported a second roundtable on harmonization of jurisprudence, which focused on legal issues in which procedures have ended at the appellate court level. Twenty-four judges discussed the main reasons for documented inconsistencies in judicial practices. This roundtable served as preparation for a series of systematic trainings on LCP provisions, which are expected to commence in early 2015. At the end of the roundtable, participants concluded that twelve major issues from the LCP pose a challenge to the judges when presiding over civil cases. To address these issues, the SC will adopt uniform principal legal opinions, which will be presented during the upcoming LCP trainings.

### ***Provision of Passwords to Judges for Use of Online Legal Database***

The JSP, in coordination with JC, facilitated the provision of 235 passwords to the judges of all courts in Macedonia to access an online legal database, free of charge, for six months. This database is owned and administered by the private company Akademika. Judges perceive the database as a very valuable tool, as it provides integrated texts of laws, including relevant amendments.

### ***Support for the Court Service Council (CSC)***

The JSP supported a workshop for current and former members of the CSC on “*Successful Transitioning, Transfer of Institutional Memory and Building Plan for Future Activities*” on January 16-17, 2014. The event marked the five-year anniversary of the CSC. The primary goal of the workshop was to train new CSC members on how to successfully perform the roles and responsibilities provided for in the Law on Court Service (LCS) and relevant sub-regulations. Participants discussed decision-making issues faced by the CSC in hiring, dismissal, and disciplinary procedures of court employees, and also the need for amending the LCS.

### ***Workshop for Process-Mapping of Courts House Rules***

In accordance with the action plan to improve the capacities of court administrators and personnel, which emerged from a prior study tour to the Netherlands and Slovenia and was implemented from September 23 to October 3, 2013, the JSP supported a workshop for drafting unified Court House Rules. These rules define the terms of use of court facilities, preserve court order and cleanliness, define the terms of internal communication among employees and in contacts with clients, and address security issues. The event, held on March 20-21, 2014, was attended by judges, court administrators, a court police representative and a court public relations officer. The group used a variety of comparative materials collected from neighboring countries and the US to aid in creating unified sets of rules.

After completion, the rules were sent to all courts for review and adoption. According to the Court Book of Rules, the President Judge of each court is responsible for prescribing and adopting the Court House Rules. Most of the courts adopted their Court House Rules.

### ***Courts Transparency and Communication with Media and Public***

**Judicial Practice Bulletins for the Appellate Courts:** During this year, the JSP supported printing of the Judicial Practice Bulletins of the four appellate courts, which were prepared entirely by the courts. These publications will assist courts in harmonizing court practices, and improve transparency and communication among judges. Seven hundred (700) copies of each bulletin were printed and distributed to the appellate courts for distribution to all judges. The JSP also supported the publication of the Judicial Practice Bulletins in 2013.

**Year-End Report of Appellate Regions:** During the year, the JSP continued supporting publications that help increase transparency of the judiciary and communication with the public. The JSP supported the publishing and distribution of the four appellate courts’ 2013 annual reports, which contain data on the number of judges, number of cases for the current year, and highlight courts’ achievements per appellate region. These publications were prepared entirely by the appellate courts to increase communication between the judiciary, public, and media. Nine hundred (900) copies of the annual reports were printed and distributed to each appellate court based on the number of judges in the region.

**Jurisprudence Bulletin of the Supreme Court:** In the second half of 2014, the JSP supported the creation and printing of the Jurisprudence Bulletin (Bulletin) of the SC. On November 7-8, the JSP supported a workshop to finalize the Bulletin where a working group, consisting of 17 civil and criminal justices and law clerks, agreed on the most important SC decisions and legal opinions for inclusion in the Bulletin. During December, the JSP and the SC worked to finalize the design for printing of the Bulletin.

This publication will be the first such Bulletin published since 2004. With the support of the JSP, 850 850 copies of the Bulletin will be printed and disseminated to all judges. The Bulletin will assist judges in rendering their decisions in accordance with SC legal opinions and decisions, promoting greater uniformity in adjudications. The printing is expected to be finalized in January 2015.

## RESULT 3: INCREASED FAIRNESS AND EFFICIENCY OF THE ADMINISTRATION OF JUSTICE THROUGH MORE EFFECTIVE LEGAL PERSONNEL AND EFFICIENT PROCESSES

### Requirement 3.1 Develop and Implement Targeted Specialized Trainings for Judges, Court Administrative Executives, and Court Staff

This result addresses weaknesses in the administration of justice due to uneven professional capacities of judicial and non-judicial staff and involves the delivery of training to improve professional standards, performance, and efficiency in processing cases.

#### Summary of Successes for Result 3

- Study tour to US to introduce DCM, organized for eight judges
- Electronic digital recording of court hearings introduced and functional

#### *Continue Training Opportunities for Judges with the Judicial Academy*

**Commercial Law Roundtable with Business Chambers:** Following up on Commercial Law trainings provided to the JTA, the JSP, in cooperation with USAID Investment Development and Export Advancement Support Project (IDEAS), organized a commercial law roundtable on May 23. The roundtable, titled “*The Influence of Legal Regulations on the Solvency of Companies*,” was attended by 52 participants, including representatives from the JTA, judges, lawyers, notaries, enforcement agents, representatives of five business chambers, and officials from the Ministry of Finance. The roundtable covered three topics: (1) the Bankruptcy Law, (2) the Law on Financial Discipline, and (3) new financial instruments for compulsory payment of debts.

**Training on Judicial Writing Skills:** On October 8, the JSP, in cooperation with the JTA, supported training on judicial writing skills. US Judge Joseph Traficanti trained 23 newly-elected civil judges on the most important aspects of judicial writing. The participants also had the opportunity to exchange experiences and best practices with Judge Traficanti.

**Trainings on the Law in Civil Procedure:** Having found that courts have adopted differing interpretations of the spirit and key provisions of the LCP over the past three years, the JSP agreed to help the JTA organize a series of systematic trainings on the implementation of the LCP for civil judges in each appellate region. Since the fifth JBF, held on February 20-21, at which JBF members embraced the idea of the LCP trainings, the JSP has taken numerous planning and coordination activities in preparation. These trainings are tentatively scheduled for the first half of 2015.

#### *Support Development of the Strategic Plan for the Academy 2014-2016*

See *Strategic Plans for the Basic Court Skopje 1, Basic Court Skopje 2 and the Academy for Judges and Public Prosecutors* on page 8.

### Requirement 3.2: Improve Caseload Processing and Reduce Backlog of Cases

#### *Analyze Performance and Support Solutions for Improved Case Processing and Addressing Other Problems in the Administrative Court*

In April, the project contracted with local consulting firm BASME to conduct a short and focused analysis of the operations and performance of the Administrative Court (AC) and prepare recommendations on how to improve its efficiency. During May and June, BASME consultants held a series of meetings with the president and designated staff of the AC, president of the JC, and other relevant stakeholders. Additionally, BASME analyzed data provided by the AC regarding the performance of court operations in the past several years.

BASME's analysis was completed in July and identified a number of challenges and bottlenecks in the AC operations, as well as causes for bottlenecks, and suggested recommendations for improvement. The project reviewed the analysis and shared the findings with the AC and JC.

### ***Support the Full Utilization of Court Information and Communications Technology (ICT)***

**Training-of-Trainers for IT Administrators Developing the Court System Intranet:** On January 28-29, the JSP completed a ToT for seven court IT administrators in the Bitola appellate region on the development of intranets. The workshop was aimed at building the IT administrators' capacities to train personnel in the development and establishment of intranets in all courts in the appellate regions, as well as the creation of a uniform intranet matrix. The deployment of intranets is envisioned to provide an easy, secure, and efficient mechanism for judges and court personnel to exchange information.

**On-site Training for Performing ACCMIS Back-up and System Maintenance:** On April 3-4, the BC Debar ACCMIS backup procedures were tested by seven IT administrators in the Gostivar appellate region courts. The backup procedures and data restoring process passed the test without any significant problems, confirming that existing written procedures for backup of ACCMIS data are functional in the Gostivar appellate region. After going back to their respective courts, the IT administrators will share the lessons learnt during this exercise with their peers, train them to adequately back up the data in their courts, thus ensuring a unified and fail proof procedure for backup of the courts data.

**Support the Tailoring of ACCMIS to the Individual Needs of Courts:** At the request of the President of BC Skopje I, Judge Vladimir Pancevski, the JSP supported a needed upgrade of the ACCMIS to include data on warrants issued by all courts in Macedonia. This database will now contain warrants issued by the courts, police, and Interpol.

**Support Implementation of the Year 2 Study Tour Action Plan Related to ICT:** On April 15-16, the JSP organized a workshop for process mapping of the courts' IT operations. This activity was implemented to support courts' current obligation to prepare and adopt sub-regulations for personal data protection, which covers an array of issues related to court ICT operations.

Representatives of the Agency for Personal Data Protection (APDP) facilitated the workshop, at which the following seven sub-regulations were developed:

1. Regulation for technical measures for providing confidentiality and protection of personal data;
2. Plan for implementing sub-regulation 1;
3. Procedure for defining responsibilities of the courts' IT staff and other authorized personnel when processing documents and using court IT equipment;
4. Procedure for disposing of documents and cleaning/disposing of media devices;
5. Regulation for video surveillance of court premises;
6. Procedure for backing-up, archiving, and storing personal data; and,
7. Procedure for reporting and eliminating incidents in the courts.

After the workshop, the JSP sent the draft sub-regulations to all courts for review and eventual adoption, along with several additional documents provided by the APDP.

**Coordination Meeting of Court IT Administrators:** On May 19-20, the JSP supported a roundtable for IT administrators from all courts to discuss the proposed sub-regulations for personal data protection. During the first part of the roundtable, participants divided into groups and reviewed the draft regulations applicable to the work of their courts, identifying the difficulties and problems that may occur during the implementation of the regulations. During the second part, representatives from the APDP attended the meeting and addressed questions raised by IT administrators.

**Study Visits to Slovenia and Serbia:** The JSP organized study visits for representatives of the SC to the Supreme Court of Slovenia on March 23-25 and the Supreme Court of Serbia on May 12-14, which focused on international experiences creating functional, user-friendly, and unified court websites, with working search engines. The goal of the visit was to familiarize participants with the host country's systems for publishing court

decisions and creating a database of courts' jurisprudence. The delegation from Macedonia included a SC justice, the head of the SC's IT Center, a SC judge's advisor, one IT administrator, and two JSP staff.

### *Support the Utilization of Electronic Court Recording (ECR)*

The JSP has embedded an ECR consultant, Nikola Bojcevski, at BC Skopje II to promote and improve the use of ECR in the civil court with the largest caseload and highest number of courtrooms with ECR equipment (28 in total).

The JSP also engaged Mr. Sasho Aleksoski, a short-term ECR consultant, who developed a simplified user manual for the ECR system, 500 copies of which were printed and distributed to typists in all of the courts. Mr. Aleksoski installed Open Office software to enable exchange of data between the ACCMIS and Femida in 80 courtrooms and conducted refresher trainings on the use of ECR equipment for 471 people in 29 courts, including civil judges, court typists, and other court personnel. The trainings began on January 20 in the Gostivar appellate region, continued through April and May, and concluded on May 6 at BC Bitola. A table detailing information about the trainings is presented below:

No.	Court	Dates	Participants			
			Judges	Typists	Other Court Staff	Total
1.	Basic Court Tetovo	January 20, 22	4	4	2	10
2.	Appellate Court Gostivar	January 23	-	5	4	9
3.	Basic Court Gostivar	January 24	1	3	1	5
4.	Basic Court Gevgelija	January 27	5	7	6	18
5.	Basic Court Gostivar	January 28	-	1	6	7
6.	Basic Court Ohrid	February 5	2	2	12	16
7.	Basic Court Resen	February 6	1	4	-	5
8.	Appellate Court Bitola	February 7	2	-	8	10
9.	Basic Court Bitola	February 10, 11	4	2	38	44
10.	Basic Court Prilep	February 12, 13	5	20	/	25
11.	Basic Court Shtip	February 14 April 2	3	11	9	23
12.	Appellate Court Shtip	February 17	11	6	10	27
13.	Basic Court Strumica	February 18	3	6	2	11
14.	Basic Court Kochani	February 19	4	5	-	9
15.	Basic Court Radovich	February 20	3	7	-	10
16.	Basic Court Berovo	February 21	2	2	-	4
17.	Basic Court Delchevo	February 24	1	4	-	5
18.	Basic Court Vinica	February 25	3	5	4	12
19.	Basic Court Sveti Nikole	February 26	4	4	3	11
20.	Basic Courts Kavadarci and Negotino	February 27, 28	10	20	1	31
21.	Basic Court Struga	March 3	2	6	1	9
22.	Basic Court Ohrid	March 4	3	10	-	13
23.	Basic Court Kicevo	March 5	1	9	2	12
24.	Basic Court Kriva Palanka	March 7	2	5	1	8
25.	Basic Court Veles	March 10, 20, 21	9	19	7	35
26.	Appellate Court Skopje	March 13, 18	34	20	20	74
27.	Basic Court Kochani	April 1	4	7	/	11
28.	Basic Court Strumica	April 3	2	1	4	7



29.	Basic Court Bitola	May 5, 6	5	5	/	10
<b>TOTAL</b>						<b>471</b>

During September and October, the JSP also implemented on-site technical ToT sessions for appellate region court typists and IT staff, which Mr. Aleksoski designed and delivered. The sessions were intended to enhance the skills of select typists and court staff to become local ECR resources for their colleagues.

**Procurement of CD-Rs for Use in ECR:** In November, in order to facilitate continued use of ECR, the JSP procured 10,000 CD-Rs and distributed them according to courts' specific requests and the frequency of use of the ECR in each court. An insufficient supply of CD-Rs had previously been reported as one of the major issues facing the courts using the ECR system (SRS Femida) at the October ToT for court IT staff.

### ***Develop Strategies for DCM and Determine National Time Standards (NTS) for Different Case Types***

While there is a positive trend in the reduction of case backlogs and pending cases in the Macedonian judiciary, an advanced case management tool known as DCM has the potential to assure expediency and efficiency. In 2013, under the JSP's direction, Court Administration expert Mr. Markus Zimmer developed a report entitled *Case Management Practices in the Macedonian Courts: A Proposal for Designing and Implementing DCM and Time Standards* to assess the current status, managerial framework, and operational efficiency of the Macedonian court system and determine whether it is a viable candidate for successful implementation of DCM.

**Study Tour to the U.S.A. for Members of the Working Group for DCM:** Based on Mr. Zimmer's recommendations, the JSP prepared a third study tour to the US, held on June 7-14, specifically for judges in the working group responsible for implementing DCM and NTS. Eight judges, including the president of the JC, received information directly from US courts on how they successfully implemented DCM and NTS for case processing, and how to subsequently apply this knowledge to the Macedonian judiciary. PHM International, a US-based company, was selected to implement the study tour and, based on the responses of the participants, did so to the highest standard.

During the study tour, the delegation was exposed to a series of in-depth briefings on current US practices pertaining to DCM systems and fine examples of NTS from stakeholders with extensive experience in these areas. Among the meetings organized during the study tour, the group had the opportunity to visit the Administrative Office of the US Courts, the Washington DC Superior Court and Court of Appeals, the National Center for State Courts – International Division, and the Supreme Court of the United States.

The group identified several takeaways from the study tour as important and applicable to the introduction of a DCM system and establishment of NTS in the Macedonian judiciary.

**Workshops for Introducing DCM in Macedonian Judiciary:** On July 4-5, the JSP organized a workshop for members of the working group on DCM, which was led by Mr. Zimmer. As a follow up to the June study tour to the US, the workshop concentrated on identifying initial steps necessary to implement a DCM system and the procedures and criteria needed to establish NTS for disposing of cases. The participants shared lessons learned from the US study tour and discussed potential obstacles to DCM and NTS implementation.

Following the July workshop, the DCM working group held its second two-day workshop on September 12-13 in Mavrovo. As an outcome of this workshop, all civil cases filed before basic courts with extended jurisdiction were classified into eight categories and were assigned to four case-processing tracks based on specific criteria drafted at the workshop. Also, the participants prepared a model national continuance policy and suggested members for a separate NTS working group.

As the DCM working group singled out the study tour presentation of Ms. Suzanne Schneider as the most helpful towards enhancing the Macedonian DCM efforts, the JSP organized a consultancy visit by Ms. Schneider in the first week of December. Ms. Schneider introduced DCM in the Circuit Court for Montgomery County, Maryland and has vast experience in its historical and contemporary use within US courts. Ms. Schneider's consultancy included a two-day workshop with the DCM working group to address steps towards the implementation of DCM which had already been taken and discuss how recommendations from Mr. Zimmer's report could be further elaborated and implemented. The group accomplished a huge task, laying out



the entire civil procedure case events in four different flowcharts, one for each of the separate DCM tracks envisaged to be implemented in the two pilot DCM courts, and subsequently in all courts in Macedonia.

## **RESULT 4: CRISIS-MODIFIER AND MATERIAL SUPPORT**

### ***Refurbishment of a Courtroom at the Faculty of Law in Shtip***



USAID and INL jointly supported the conversion of an office at the Goce Delcev University Faculty of Law in Shtip into a trial courtroom to be used for mock trial trainings and sessions of the Shtip Appellate Court. The JSP managed the conversion work through its selected contractor, Arbor Dizajn, also procuring furniture and overseeing the implementation of the entire activity. INL provided necessary technical equipment, taking into account the requirements of the Criminal Procedure Law. The remodeling work was carried out from September through November, with the official opening held on December 3 and attended by the US Ambassador and the President of the JC.

### ***Procurement of Computers for the Administrative Court in Skopje***

The JSP procured ten computers and ten monitors to support the needs of the AC in Skopje. The equipment was delivered and installed at the court on April 25 and is fully operational.

### ***Procurement of a Laptop Computer for the CSC***

The JSP procured one laptop for the CSC court assistant to improve the quality of CSC's work product and enable it to better organize effective sessions, trainings, and workshops.

### ***Procurement of Monitors for Enhanced Use of ECR in the Macedonian Courts***

The project procured 62 new monitors and 62 splitters to enhance the use of ECR in courts. This procurement was envisioned to allow judges to monitor and read hearing minutes as these are typed and correct any inaccuracies while protocols and minutes are being prepared.

### ***Procurement of Computers for the BC Kicevo***

The JSP procured eight desktop computers for the BC Kicevo after discovering the poor condition of the computers in use during a visit to the court on January 30. This procurement was envisioned to ensure uninterrupted judicial functioning, including effective use of the ACCMIS, Femida system for ECR, court statistic software, email system, and public court's decisions system.

### ***Procurement of a Printer for ELSA***

The project procured a printer for the ELSA to support the organization's daily operations, such as printing membership application forms, evaluation documents, agendas, and other materials to be used in different ELSA events.

### ***Procurement of an All-in-One Printer for the BC Skopje II***

At the request of the president of the BC Skopje II, the JSP procured a mono-chrome full duplex network printer/scanner/photocopier needed for the successful functioning of the court.

# I. INTRODUCTION

The United States Agency for International Development (USAID)/Macedonia Judicial Strengthening Project (JSP) is an ambitious four-year endeavor that started in November 2011. The overarching objective of the project is to help the Macedonian judiciary to evolve as an independent, self-governing, effective, and accountable branch of government capable of meeting the needs of citizens, businesses, and organizations for prompt and impartial protection of their rights and adjudication of their legal disputes.

This quarterly report for October through December of 2014 focuses on the progress and implementation of programmatic activities and tasks aimed at delivering the results required under the Tetra Tech DPK (Tt DPK) contract with USAID. A brief description of the objectives, areas of work, project activities, and expected results follow.

## OBJECTIVES

The overarching objectives of the project are to strengthen the role of the judiciary in the separation of powers and to develop broad-based support for rule of law and judicial sector reform. More specifically, the project focuses on supporting the development of professional associations in the justice sector, developing effective court governance systems and practices, and improving the efficiency and quality of justice.

## AREAS OF WORK

The project's main components are outlined below.

### *Advocacy and Citizen Participation in Judicial Sector Reforms*

The JSP supports the development of the capacities of professional associations in the justice sector to play a leadership role in efforts to reform the justice system and to advocate for the interest of their members; and increases public awareness and participation in the justice sector reforms and rule of law issues.

### *Independent, Efficient, and Consistent Application of Judicial Sector Policies and Practices*

The JSP develops effective court governance systems and practices; increase the role of the judiciary in preparing laws and policies governing the branch; establishes regular coordination and consensus building on key issues among judicial institutions; promotes more effective and accountable operation of judicial sector institutions and courts; improves court operations through innovation and technology; and designs and applies performance standards.

### *Effective Legal Personnel and Efficient Processes*

The JSP improves efficiency and quality of justice by providing specialized trainings to judges and by developing and applying national time standards for case processing, and builds the capacities of court personnel to provide efficient services to court users.

## PROJECT ACTIVITIES

The project provides technical and managerial experience to key counterparts in the judiciary; legal professional associations (LPAs) and civil society organizations (CSOs) active in the judicial sector.

The range of support includes a combination of targeted long-term technical assistance, advisory services, project initiatives, and other forms of assistance identified as necessary for each of the results prescribed. Key activities and tasks include the following:

- Identifying and supporting key civil society and professional associations in their efforts to promote civil society support for the rule of law and an independent judiciary
- Building capacity of designated LPAs
- Assisting designated LPAs and CSOs in supporting laws, policies, and practices that support judicial independence

- Identifying gaps and/or idiosyncrasies in policies and practices of judicial administration and management and support reform
- Building leadership and management capacities
- Supporting the development of needs-based budgets for the courts
- Supporting education for various actors within the judicial sector, including president judges, court administrators, and court staff, to enhance efficiency and timeliness

## II. PROGRAM-RELATED ACTIVITIES AND TASKS, OCTOBER – DECEMBER 2014

### RESULT 1: STRENGTHENED ADVOCACY AND CITIZEN PARTICIPATION IN JUDICIAL SECTOR REFORM

#### **Requirement 1.1: A Short, Focused Assessment, Baseline Survey, and Resulting Action Plan on Justice Sector LPAs and CSOs, and the Role They Can play in Strengthening the Rule of Law in Macedonia**

The JSP fulfilled Requirement 1.1 during its first two years of implementation.

#### **Requirement 1.2: Per the Findings of Requirement 1.1, the Capacity of at Least Two Judicial Sector Professional Associations Are Improved**

Per the findings of Requirement 1.1, the JSP designed, delivered, and completed a training program to build the capacities of the Macedonian Judges Association (MJA), Court Administration Association (CAA), and other LPAs, as well as CSOs. The sections below outline the follow-up activities and events carried out during June 2014 that built on the implementation of the training program.

##### **1.2.1 Support for LPAs and CSOs**

##### ***Macedonian Young Lawyers Association (MYLA)***

During this quarter, the JSP completed its support for the MYLA analysis *Access to Legal Professions for Young Lawyers*. The analysis covers issues relating to the legal profession, legal education, and the overall reform process in this area. It also outlines the conclusions reached at the MYLA National Conference on the Legal Profession in December 2013. A total of 800 bilingual copies of the analysis were printed and distributed to MYLA.

The JSP arranged for the consultancy of Mr. Adam Weiss, current Legal Director of the European Roma Rights Center, who will conduct trainings for approximately 20 MYLA members on the strategic litigation of human rights, informed by his extensive experience in this particular area. Mr. Weiss's consultancy was initially planned for late November, however due to new USAID protocols and timelines for requesting Contracting Officer approval, the consultancy was postponed until January 26-28, 2015.

Upon MYLA's request, the JSP also supported the three-year re-registration of two MYLA's web domains: [www.myla.org.mk](http://www.myla.org.mk), and [www.pristapdopravda.mk](http://www.pristapdopravda.mk). Both webpages are owned and administered by MYLA, and provide information on their activities and projects.

##### ***Court Administration Association (CAA)***

With the logistical assistance of the JSP, a CAA roundtable discussion on the new LCS was held on November 5 in Skopje. Forty-three CAA members analyzed and discussed numerous LCS provisions that court administrators perceive to be unconstitutional, demotivating, discriminating, and incompatible with their specific professional tasks and responsibilities.

Roundtable participants included members of eminent law faculties in the field of administrative and labor law – Prof. Borce Davitkovski, PhD, Prof. Todor Kalamatiev, PhD, and Lazar Jovevski, PhD – as well as the president of the representative labor union, Mr. Pece Grujovski. Through their detailed analyses and discussions, numerous weaknesses and inconsistencies in LCS provisions were clearly identified.

The CAA concluded the roundtable discussion with a declaration to continue its lobbying efforts for adoption of the draft amendments previously developed with the JSP's support or for adoption of an entirely new LCS, which would be prepared with inclusive participation of court administration representatives.

Upon request of the CAA President, Mr. Mirceski, the JSP's Chief of Party met with Ms. Maljanovska, Advisor at the MOJ, who agreed to receive the draft amendments to the LCS and arrange a meeting for the representatives of the CAA with the Minister of Justice. In December, the JSP provided technical support and advice to the CAA in the finalization of the documents pertaining to the proposed LCS amendments, which CAA later submitted the documents to the MOJ for review and consideration.

### ***European Law Students Association (ELSA)***

During the reporting period, the development of ELSA's fourth thematic brochure on free legal aid was completed. This brochure addresses free legal aid in Macedonia, providing a thorough analysis of the Law on Free Legal Aid and an overall review of current practices in the field, with a particular focus on the eligibility for receiving free legal aid, procedures for obtaining legal aid, and lists of current licensed free legal aid providers in the non-governmental sector. The material for the brochure was prepared by four ELSA members.

The brochure is in its final stages of technical preparation; printing is ongoing as of the date of this writing. The brochure will be printed in 500 bilingual copies (in Macedonian and Albanian). The first promotion of the brochure is planned for mid-January 2015 and will be carried out in a court from Bitola appellate region.

### ***Macedonian Judges Association (MJA)***

During this quarter, the new Judicial Code of Ethics was finalized. The JSP engaged a professional editor to proofread the text, had it translated into English and Albanian, and also engaged a professional designer to develop several proposals for printing in booklet and poster formats. After achieving MJA approval of proposed formats for the brochure and posters, the JSP printed and distributed a total of 800 copies of the booklet (600 in Macedonian, 150 in Albanian, and 50 in English) and 700 poster format copies (all in Macedonian) to judges across Macedonia.

### ***Macedonian Bar Association (MBA)***

In late October, as part of a contract with vendor Fridge Check, the JSP supported a workshop/training for MBA staff on updating the association's website content. During the training, MBA requested some minor features to be added to the website, which were promptly developed by the vendor. The website was initially expected to be launched in early November. Unfortunately, the launch was not organized by the end of this reporting because of copyright issues with the old web site, because of which the new web site cannot replace the old one.

### ***Association for Emancipation, Solidarity and Equality of Women (ESE)***

In October, members of the ESE working group reviewed and polished the text of the *Bench Book on Domestic Violence* (the "Bench Book"). On November 13, the JSP sent the text to all appellate courts for their review and feedback. As of the November 25 deadline for comments, the JSP had not received any feedback from the appellate court judges. During December, the ESE and the JSP proceeded with final edits and improvements of the text of the Bench Book and preparations of the design. Printing of 200 copies is expected to be finalized in January 2015. The Bench Book will then be distributed to judges that process domestic violence cases and ESE members.

## **1.2.2 Broad-Based Rule of Law Coalition of LPAs**

### ***Rule of Law Council (ROLC)***

The Request for Proposals for the ROLC public awareness campaign on the provisions of the LCP was published on October 20. By the closing date for submission, November 28, the JSP had received proposals from three vendors. In December, the JSP completed the evaluation of proposals and selected the vendor McCann Erikson Group as the preferred bidder. The contract was signed on December 26 and preparations for the campaign started immediately. The public awareness campaign is envisioned to start in early February 2015, and will last for three months.

## **RESULT 2: MORE INDEPENDENT, EFFICIENT AND CONSISTENT APPLICATION OF JUDICIAL POLICIES AND PRACTICES**

### **Requirement 2.1: Legal Framework and Judicial Branch Policies Strengthen Independence, Effectiveness, and Accountability of the Judicial System**

#### **2.1.1 Review and Advocacy of Laws by the Judiciary**

##### ***Judicial Branch Forum (JBF)***

JBF held its seventh meeting on October 21-22, in Berovo. It was attended by the presidents of the JC, AC, MJA, CAA, CSC, and four appellate courts, head of the AO of the CBC, and the JSP Chief of Party and Project Attorney.

Following fruitful presentations and discussions, the following major conclusions were adopted:

1. The implementation of systematic training of judges on the key provisions of the Law on Civil Procedure (LCP) will continue as agreed at the previous JBF meeting, with the first training scheduled tentatively for December 15. A total of nine trainings for all civil judges will be conducted, along with a final session at which representatives from the judiciary, the Notary Chamber, the Chamber of Enforcement Agents, and the MBA will be invited.
2. The introduction of DCM in the courts requires changes and amendments to the Law on Case Management (LCM) and Court Book of Rules. The JSP will prepare a proposal regarding the sections of the LCM that should be changed and will submit it to the JBF and MOJ for consideration.
3. The JSP will support a roundtable with the SC and appellate courts on November 17-18 to discuss legal issues and appellate court opinions as well as to provide guidance to harmonize the judicial practice of the appellate courts and SC.
4. The SC's Department for Trial within a Reasonable Time will prepare an analysis of the relative responsibility of administrative bodies and courts in the violation of the right to a trial within a reasonable time. The separation of administrative and judicial responsibility would impact the determination of amounts of just compensation, which currently burden the judicial budget.
5. The president judges of the appellate courts will provide support to members of the CSC to organize a workshop to prepare a new classification of working positions in the courts.

### **Requirement 2.2: Administration and Management Rules, Policies and Procedures, Systems and Practices to Support a Modern Court System**

#### **2.2.1 Strategic Plans for the Basic Court Skopje I, Basic Court Skopje II, and JTA**

During this quarter, consultants from T&P continued activities towards development of strategic plans for BC Skopje I and II and the JTA.

**Basic Court (BC) Skopje I** – On October 2-3, T&P facilitated a general strategic planning workshop for BC Skopje I in Veles. The working group consisted of nine participants, including three judges, a court administrator, two public relations officers, an IT administrator, a court clerk, and the head of the intake office. During the workshop, the following results were achieved:



1. Strategic priorities of the BC Skopje I were determined;
2. Ideas for specific activities were generated that would support the implementation of the strategic priorities;
3. Projects were categorized according to their priority level; and,
4. Expected outcomes and performance indicators were determined.

Following the strategic planning workshop, three in-house sessions with the BC Skopje I were held during this quarter on October 27, November 4, and November 11. The draft Strategic Plan for BC Skopje I was submitted to the JSP for review and feedback on November 20. The JSP reviewed the Strategic Plan and sent it to BC Skopje I on November 24 for enactment. Upon request of the BC Skopje I, the JSP and T&P met with BC Skopje I working group members on December 12 to receive their feedback to the draft Strategic Plan and their suggestions for certain modifications and amendments. T&P submitted the final Strategic Plan to the JSP on December 24.

**BC Skopje II** – On October 1 and 6 respectively, T&P facilitated the second and third in-house sessions with BC Skopje II. Due to the limited time available to the judges at the meeting on October 6, one additional in-house meeting was held on October 15, aimed at completing the remaining two strategic programs and sub-programs. On November 12, T&P submitted the Strategic Plan for BC Skopje II to the JSP for review and provide feedback. The JSP reviewed the Strategic Plan and sent it to BC Skopje II on November 19 for enactment.

**JTA** – The strategic planning process with the JTA was finalized during the previous quarter, and the final version of the Strategic Plan was sent to JTA in September for enactment.

### **2.2.2 Establish Analytical Office in the JC and BC Skopje I**

From September 30 to October 9, the JSP hosted US consultant, Judge Joseph J. Traficanti to support the establishment of an Analytical Office to perform applied research and analysis. It is envisioned that the Analytical Office will have two pilot units: one within the president judge's office in the BC Skopje I and one within the office of the president of the JC. Once developed, these pilot units are expected to serve as models to be replicated in other courts throughout Macedonia, primarily in courts with extended jurisdiction.

During his consultancy, Judge Traficanti conducted several meetings with the president of BC Skopje I and the president of the JC. Following these sessions, Judge Traficanti developed an Action Plan, which includes next steps and resources needed for establishing fully-operational Analytical Offices. The fundamental function of each court's Analytical Office would be to oversee a variety of court operations and report to the president judge on a number of topics in order to assist the president judge in meeting administrative responsibilities.

### **2.2.3 Finalization of the Supreme Court's Jurisprudence Bulletin**

On November 7-8, the JSP supported a workshop to finalize the Jurisprudence Bulletin of the Supreme Court (Bulletin). During the workshop, a working group for development of the Bulletin, consisting of 17 civil and criminal justices and law clerks, agreed on the most important SC decisions and legal opinions for inclusion. In December, the working group collaborated to finalize the text of the Bulletin and the JSP worked to prepare the design for the publication.

During the past few months, the working group has undertaken significant effort in the creation of the Bulletin, which will be the first such SC Bulletin published since 2004. A total of 850 copies of the Bulletin will be printed and disseminated with the project's support to all judges in Macedonia. The Bulletin will assist judges in rendering their decisions in accordance with SC legal opinions and decisions. The printing is expected to be finalized in January 2015.

### **2.2.4 Roundtable on Personal Data Protection in the Courts**

On November 14, the JSP, in cooperation with the Directorate for Personal Data Protection (Directorate) and the JC, organized a roundtable on personal data protection in the courts. The roundtable was organized around the presentation of a Directorate report containing the findings from its regular inspections pertaining to personal data protection in the Macedonian judiciary. Twenty-eight president judges participated and reviewed the results



of the Directorate's report on courts' compliance with the personal data protection regulations. The report indicated progress has been made, but that more work clearly needs to be done to ensure courts' full compliance.

### **2.2.5 Roundtable for Civil Judges of the Supreme Court and the Four Appellate Courts**

On November 17-18, the JSP supported a roundtable for the harmonization of jurisprudence regarding legal issues in which procedures have ended at the appellate court level. Twenty-four judges, including five SC justices, eighteen appellate court judges, and one representative of the JC, discussed the main reasons for documented inconsistencies in judicial practice. During the second part of the roundtable, each appellate court presented the legal issues and dilemmas pertaining to the implementation of the LCP that are being identified during day-to-day operations of the courts.

This roundtable served as preparation for a series of systematic trainings on the LCP provisions, which are expected to commence in early 2015. At the end of the roundtable, the participants concluded that twelve major issues from the LCP pose a challenge to judges presiding over civil cases. To address these issues, the SC will adopt uniform principal legal opinions, which will be presented during the upcoming LCP trainings.

### **2.2.6 Assist Courts to Improve Transparency and Communication with Public and Media**

On October 22, the JSP received the text for the Judicial Practice Bulletin prepared by the Appellate Court Gostivar, and sent it for printing on November 18. Seven hundred (700) copies were printed in December and delivered to the Appellate Court Gostivar for further distribution. In conjunction with the publishing of the SC Bulletin, resources on appellate courts jurisprudence resources, such as this practice bulletin, will be used as a tool to harmonize court decisions on a national level.

## **RESULT 3: INCREASED FAIRNESS AND EFFICIENCY OF THE ADMINISTRATION OF JUSTICE THROUGH MORE EFFECTIVE LEGAL PERSONNEL AND EFFICIENT PROCESSES**

### **Requirement 3.1: Develop and Implement Targeted Specialized Trainings for Judges, Court Administrative Executives, and Court Staff**

#### **3.1.1 Continue Training Opportunities for Judges with the JTA**

##### *Training on Judicial Writing Skills*

On October 8, the JSP, in cooperation with the JTA, supported trainings on judicial writing skills. US Judge Joseph Traficanti trained 23 newly-elected civil judges on the most important aspects of judicial writing; the participants also had the opportunity to interactively exchange experience and practices with Judge Traficanti.

During the first part of the training, Judge Traficanti explained the importance of a well-structured decision, including format and language, and the features of "good" and "bad" writing. During the second part, participants analyzed two judicial decisions on family matters: one from a US and one from a Macedonian court. The training concluded with a brainstorming discussion on key issues to consider when writing a decision.

## **REQUIREMENT 3.2: IMPROVE CASELOAD PROCESSING AND REDUCE BACKLOG OF CASES**

### **3.2.1 Develop Strategies for DCM and Determine NTS for Different Case Types**

During October, the JSP initiated the engagement of US consultant Ms. Suzanne Schneider for a consultancy intended to support implementation of DCM and NTS in Macedonian courts. Ms. Schneider has vast experience in the historical and contemporary roll-out of DCM within the US courts, particularly in Montgomery County, Maryland, where she was involved from the beginning of the process of introducing DCM in the Court. The members of the working group for DCM and NTS had the opportunity to hear Ms. Schneider's lecture during the study tour to the USA in June, and identified her experiences as helpful in understanding and enhancing the Macedonian DCM efforts.

In November, the working group reviewed and edited the documents that the judges prepared at the second DCM workshop in September. The consultancy of Ms. Schneider was conducted in the first week of December, and included a two day workshop with the DCM working group on which further steps towards the implementation of DCM were taken, and the recommendations from Mr. Zimmer's report further elaborated and implemented. The group accomplished a huge task, and laid out the entire civil procedure case events in four different flowcharts, one for each of the separate DCM tracks envisaged to be implemented in the two pilot DCM courts, and subsequently in all courts in Macedonia.

### **3.2.2 Electronic Digital Recording of Court Hearings and Trials**

#### ***Training-of-Trainers for Court Information Technology Staff***

On October 2-3, the JSP implemented an on-site technical ToT for court IT administrators on resolution of hardware and software problems related to the ECR system. The ToT addressed problems faced during the electronic recording and suggested appropriate solutions. This training was intended to enhance the skills of the IT staff to become local ECR resources for their colleagues. A total of 32 IT administrators from 27 basic courts and four appellate courts took part in the training.

The training was delivered by Mr. Sasho Aleksoski, the ECR consultant who had previously installed the equipment for audio recording and conducted a number of trainings for judges and court staff. The trainings combined theoretical and practical elements, questions & answers sessions, and interactive work. The practical part of the training was held in an SRS Femida-equipped courtroom in the Basic Court Bitola and consisted of a simulation of common problems.

During the training, the following issues with the implementation of the SRS Femida system were identified:

1. Lack of space on local hard disc drives to save and back up audio data;
2. Hardware problems with the equipment in some courts; and,
3. CD-R shortages and deficiencies.

Based on these findings, the JSP decided to support the sustainable use of ECR by providing courts with a stock of 10,000 CD-Rs to be used to replace deficient equipment. In November, the JSP completed the procurement and distributed 10,000 CD-Rs based on specific courts' requests and the frequency of use of the ECR in each court. Also in November, Mr. Aleksoski, visited the Basic Courts Kochani, Kumanovo, Debar, and Gevgelija, and resolved several issues that emerged during the use of the ECR system in these courts.

### **RESULT 4: CRISIS-MODIFIER AND MATERIAL SUPPORT**

#### ***Conversion of a Shtip Faculty of Law Classroom into a Trial Courtroom***

USAID and INL jointly supported the conversion of a classroom at the Goce Delcev University Faculty of Law in Shtip into a trial courtroom to be used for mock trial trainings and sessions of the Shtip Appellate Court. The JSP executed a contract with the selected vendor Arbor on September 19, and the conversion work began on September 22.

Most of the conversion work was completed in October. During November, the JSP staff and the hired architect visited the courtroom several times and worked to address minor construction flaws. The courtroom was finalized on November 25 with all outstanding issues resolved. The official opening event took place on December 3 and was attended by the US Ambassador. As a result of this activity, law school students will be able to conduct moot court hearings under the new LCP to enhance their legal education. In addition, this courtroom will be used for actual hearings of more serious criminal cases in the jurisdiction of Shtip Appellate Court.

#### ***Court Entrance Remodeling at the BC Skopje II***

During the reporting period, the JSP continued planning activities to support the remodeling of the BC Skopje II entrance to provide easier court access to the public. The remodeling work will improve the court's main entrances and relocate the intake office so that it has a separate entrance and provides better service to the

public. A draft Initial Environmental Examination was submitted to USAID's Environmental Officer on October 31, and was approved and signed on November 26. During December, the JSP worked with its engaged architect on finalizing the RFP for this work.

### III. PROBLEMS AND REMEDIAL ACTIONS

Problems have been minimal and are of the type to be expected in the regular course of implementation. None have been extraordinary and all have been addressed and resolved.

### IV. PERSONNEL AND ADMINISTRATIVE MATTERS

On October 31, Ms. Ljupka Naumovska finished her internship assignment with the JSP. The intern candidate who had been selected and scheduled to begin on November 1 withdrew due to other employment. On December 18, the JSP interviewed five candidates and selected three interns to start internships next year.

## VI. EVENTS AND ACTIVITIES

The project is aware of the importance of accurate reporting of events. This quarterly report includes a matrix summarizing each event, training, forum, seminar, round table, or other event, along with pertinent descriptive information.

### YEAR III: January 2014 – January 2015

No.	Event	Date	Counterpart	Number of Participants	Gender		Result Requirement	Rating Scale of 5
					M	F		
1.	CSC workshop on “Successful Transitioning, Transfer of Institutional Memory and Building Plan for Future Activities”	January 16-17, 2014	CSC	12	8	4	2.2	N/A
2.	ELSA brochure promotion – Orphanage 11 Oktomvri Skopje	January 27, 2014	ELSA	<sup>1</sup>			1.2	N/A
3.	Second strategic planning workshop	February 6, 2014	JC, CIRa	8	2	6	2.2	N/A
4.	Workshop for drafting changes to the LCS	February 11–12, 2014	CAA	21	13	8	1.2	N/A
5.	MYLA training for ELSA members on strategic litigation	February 14	MYLA, ELSA	31	8	23	1.2	4.96
6.	JBF (fifth meeting), Strumica	February 20–21, 2014	SC, CBC, JC, AC, High AC, appellate courts, Academy for Judges and Public Prosecutors (Academy), MJA, CAA and CSC	10	5	5	2.1	N/A
7.	ELSA brochure promotion, KPD Veles	February 25	ELSA	62	40	22	1.2	N/A
8.	ROLC meeting workshop	February 28	MYLA, ELSA	3	0	3	1.2	N/A

<sup>1</sup> Data on the protégés of the orphanage is not available.

YEAR III: January 2014 – January 2015

No.	Event	Date	Counterpart	Number of Participants	Gender		Result Requirement	Rating Scale of 5
					M	F		
9.	Third strategic planning workshop at JC	March 3, 2014	JC, CIRa	15	7	8	2.2	N/A
10.	ROLC – Kaizen workshop	March 7, 2014	MYLA, ELSA, CAA	11	2	9	1.2	N/A
11.	ROLC – Kaizen workshop	March 12–13, 2014	MYLA, ELSA, CAA	12	2	10	1.2	N/A
12.	Workshop on developing Courts' House Rules	March 20–21, 2014	Participants in the second study tour, Judges, court administrators and court police representatives	13	8	5	2.2	N/A
13.	Study tour to Slovenia	March 23–25, 2014	SC, Basic Court Prilep	4	2	2	2.2 & 3.2	N/A
14.	ELSA/MYLA training on project management cycle	April 11, 2014	ELSA, MYLA	14	1	13	1.2	4.85
15.	Workshop for drafting Regulations for Personal Data Protection, Veles	April 15 – 16, 2014	Directorate for Personal Data Protection	22	9	13	2.2	N/A
16.	Promotion of ELSA and its brochures at Goce Delchev University Shtip	April 17, 2014	ELSA, UGD Shtip	<sup>2</sup>			1.2	N/A
17.	Workshop for drafting amendments to Law on Court Service, Dojran	April 28 – 29, 2014	CAA	20	11	9	1.2	N/A
18.	BASME workshop for Shtip appellate region on court management	May 6 – 7, 2014	BASME	31	14	17	2.2	4.82

<sup>2</sup> Data on the number of participants and gender breakdown at the brochures promotion at Goce Delchev University in Shtip is unavailable.

YEAR III: January 2014 – January 2015

No.	Event	Date	Counterpart	Number of Participants	Gender		Result Requirement	Rating Scale of 5
					M	F		
19.	Presentation of ELSA brochure on juvenile justice in BC Skopje I	May 7	ELSA, BC Skopje I	43	9	34	1.2	N/A
20.	Study tour in Serbia	May 11 – 13, 2014	SC, BC Veles	6	3	3	3.2	N/A
21.	Domestic violence roundtable	May 15 – 16, 2014	ESE	8	3	5	1.2	N/A
22.	Harmonization meeting – Appellate Court Skopje with JTA	May 16, 2014	JTA, AC Skopje	45	22	23	2.2	N/A
23.	IT roundtable	May 19 – 20, 2014	SC IT department, AC and BC	52	32	20	3.2	N/A
24.	BASME workshop for Bitola appellate region on court management	May 19 – 20, 2014	BASME,	24	6	18	2.2	4.85
25.	BASME workshop for Gostivar appellate region on court management	May 22 – 23, 2014	BASME,	15	8	7	2.2	4.56
26.	Commercial law roundtable with judges, lawyers, and business chamber	May 23, 2014	JTA	46	15	31	3.1	N/A
27.	BASME workshop for Skopje appellate region on court management	May 27 – 28, 2014	BASME,	35	12	23	2.2	4.7
28.	CAA Annual Assembly	May 28 – 30, 2014	CAA	87	38	49	1.2	N/A
29.	Finalization of staffing guidelines workshop	June 04 – 05, 2014	AO	17	8	9	2.2	N/A
30.	DCM and NTS study tour to the US	June 07 – 15, 2014	CBC, Appellate Courts, Basic Courts	8	4	4	3.1	N/A
31.	ROLC Workshop – Urmo Kübar consultancy	June 11 – 12, 2014	ROLC	20	5	15	1.2	N/A



YEAR III: January 2014 – January 2015

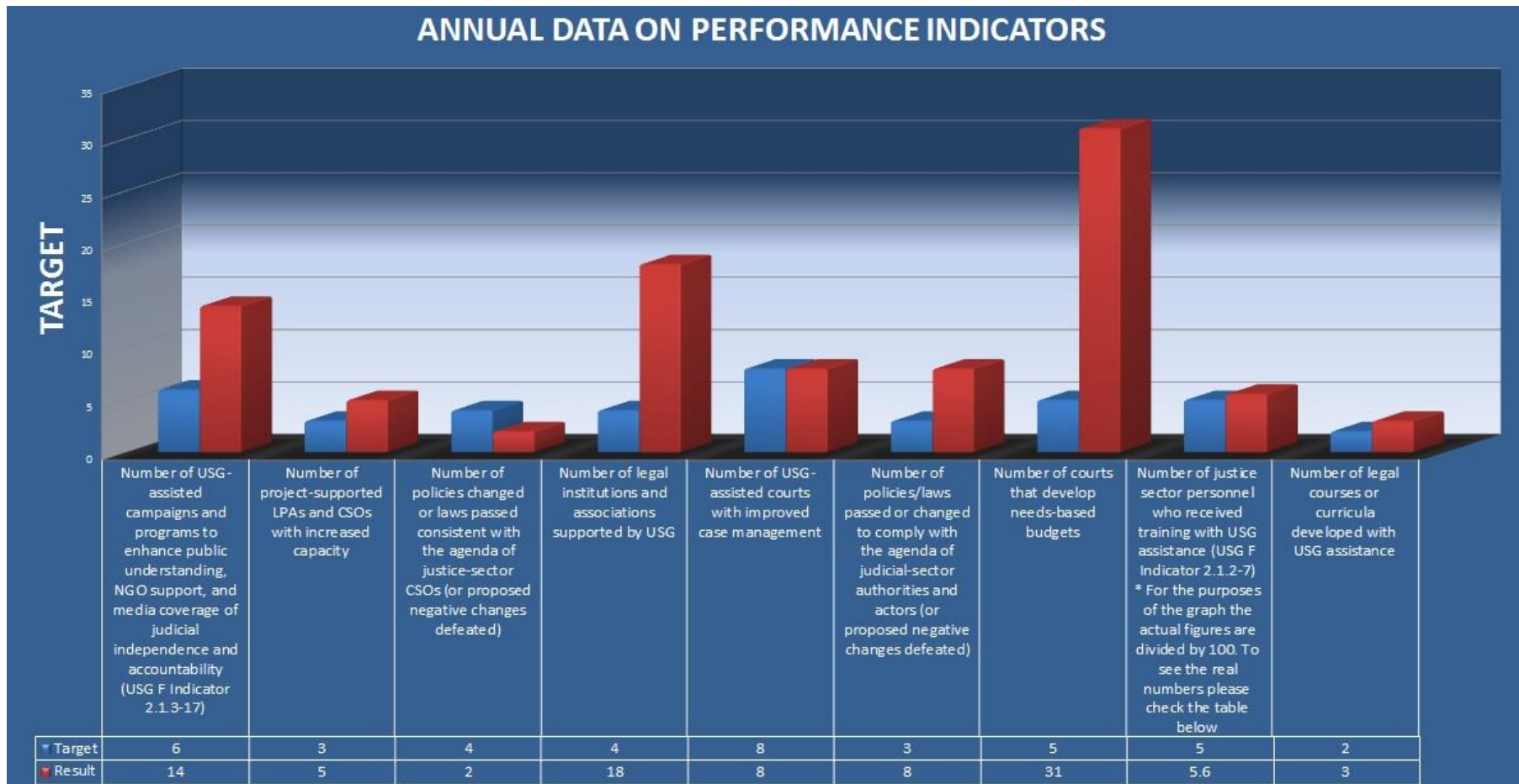
No.	Event	Date	Counterpart	Number of Participants	Gender		Result Requirement	Rating Scale of 5
					M	F		
32.	Second workshop for preparation of Domestic Violence Bench Book	June 16 – 17, 2014	ESE	10	4	6	1.2	N/A
33.	BASME presentation to all president judges	June 24, 2014	BASME, JC, AO, all courts	25	14	11	2.2	N/A
34.	Fifth JBF meeting	June 26 – 27, 2014	SC, CBC, JC, AC, High AC, AC, JTA	11	4	7	2.1	N/A
35.	Workshop for introduction of DCM	July 4 – 5, 2014	JC, DCM Working Group	11	4	7	3.2	N/A
36.	General strategic planning workshop – JTA	July 8 – 9, 2014	Working group of JTA and stakeholders	15	4	11	3.1	N/A
37.	General strategic planning workshop – Basic Court Skopje II	August 24 – 26, 2014	Basic Court Skopje II Working Group	9	4	5	2.2	N/A
38.	Second workshop for DCM	September 12 – 13, 2014	JC, DCM Working Group	8	5	3	3.2	N/A
39.	ToT for court typists on use of ECR system – appellate regions Skopje and Shtip	September 18 – 19, 2014	Basic and appellate courts from appellate regions Skopje and Shtip	29	/	29	3.2	N/A
40.	ToT for court typists on use of ECR system – appellate regions Gostivar and Bitola	September 25 – 26, 2014	Basic and appellate courts from appellate regions Gostivar and Bitola	22	/	22	3.2	N/A
41.	Third workshop for preparation of Domestic Violence Bench Book	September 25 – 26, 2014	Domestic Violence Working Group, ESE	7	3	4	1.2	N/A
42.	ToT for court IT administrators	October 2 – 3, 2014	All basic and appellate courts	33	23	10	3.2	N/A
43.	General strategic planning workshop – Basic Court Skopje I	October 2 – 3, 2014	Basic Court Skopje I Working Group	11	4	7	2.2	N/A
44.	Training on judicial writing skills	October 8, 2014	JTA	29	14	15	3.1	
45.	Seventh JBF meeting	October 21 – 22, 2014	SC, CBC, JC, AC, High AC, AC, JTA	12	5	8	2.1	N/A

YEAR III: January 2014 – January 2015

No.	Event	Date	Counterpart	Number of Participants	Gender		Result Requirement	Rating Scale of 5
					M	F		
46.	CAA public discussion on Law on Court Service	November 5, 2014	CAA	48	17	29	1.2	N/A
47.	Workshop for finalization of SC Jurisprudence Bulletin	November 7 – 9, 2014	SC	19	5	14	2.2	N/A
48.	Roundtable discussion for president judges on personal data protection in the courts	November 14, 2014	All courts, Directorate for Personal Data Protection	38	22	16	2.2	N/A
49.	Roundtable for civil judges of the SC and the four appellate courts on the provisions of Law on Civil Procedure	November 17 – 18, 2014	SC, the four appellate courts	25	11	14	2.2	N/A
50.	DCM workshop with Suzanne Schneider	December 3 – 4, 2014	DCM Working Group	11	4	7	3.2	N/A
<b>Total</b>				<b>1067</b>	<b>444</b>	<b>623</b>		

# VII. ANNEXES

## ANNUAL DATA ON PERFORMANCE INDICATORS



## Result 1: Strengthened Advocacy and Citizen Participation in Judicial Sector Reform

Indicator: Number of USG-assisted campaigns and programs to enhance public understanding, NGO support, and media coverage of judicial independence and accountability (USG F Indicator 2.1.3-17)

#	Name of Campaign / Program	Counterpart Involved	Date	Medium of Communication
1	Presentation of ELSA brochure "Juvenile Delinquency - Prevention Instead of Punishment", at 11 Oktomvri Social Care Institution in Skopje	ELSA	January 2014	Promotion
2	Presentation of ELSA brochure "Juvenile Delinquency - Prevention Instead of Punishment", at the Juvenile Detention Center in Veles	ELSA	February 2014	Promotion
3	Promotional brochure	ELSA	February 2014	Brochure
4	Promotional flyer	ELSA	February 2014	Flyer
5	Presentation of ELSA brochures "Organizational System of the Judiciary in Macedonia" and "Juvenile Delinquency - Prevention Instead of Punishment", to students at the University Goce Delcev, Shtip	ELSA	April 2014	Promotion
6	Presentation of ELSA brochure "Juvenile Delinquency - Prevention Instead of Punishment", at the Basic Court Skopje 1	ELSA	May 2014	Promotion
7	Brochure on "Free Access to Public Information"	ELSA	May 2014	Brochure
8	Newsletter "Partner towards a More Efficient Judiciary"	CAA	May 2014	Newsletter
9	ROLC website banner	ROLC	October 2014	Website
10	Analysis "Access to Legal Professions for Young Lawyers in the Republic of Macedonia"	MYLA	November 2014	Brochure
11	Brochure on "Free Legal Aid"	ELSA	December 2014	Brochure
12	Judicial Code of Ethics	MJA	December 2014	Brochure
13	Judicial Code of Ethics	MJA	December 2014	Poster
14	Bench Book on Domestic Violence	ESE	December 2014	Manual
<b>Total 14 Programs</b>				
<b>Target 6 Programs</b>				
<b>Achievement Exceeded Target by 8 Programs</b>				

## Result 1: Strengthened Advocacy and Citizen Participation in Judicial Sector Reform

Indicator: Number of project-supported LPAs and CSOs with increased capacity

#	Name of CSO / LPA	Capacity Built	Type of Support Provided	Date	Geographic Location
1	Court Administration Association (CAA)	Support for office assistance	Legal Intern Stipend	January 2013- November 2014	National
	Court Administration Association	Annual Assembly	Assembly	May 2014	National
	Court Administration Association	Newsletter "Partner towards a More Efficient Judiciary"	Newsletter	May 2014	National
	Court Administration Association	Participation at the IACA Seventh International Conference	Participation fee for the CAA President	September 2014	Sydney, Australia
2	Macedonian Young Lawyers Association (MYLA)	Re-registration of the two MYLA's web domains	Financial support to renew MYLA's three-year registration	November 2014	National
3	European Law Students' Association (ELSA)	Promotional brochure	Brochure	February 2014	National
	European Law Students' Association	Promotional flyer	Flyer	February 2014	National
	European Law Students' Association	Training on strategic litigation of human rights, by MYLA	Training	February 2014	National
	European Law Students' Association	Training on Project Cycle Management, by MYLA	Training	April 2014	National

## Result 1: Strengthened Advocacy and Citizen Participation in Judicial Sector Reform

Indicator: Number of project-supported LPAs and CSOs with increased capacity

#	Name of CSO / LPA	Capacity Built	Type of Support Provided	Date	Geographic Location
	European Law Students' Association	Presentation of two ELSA brochures, to students at the University Goce Delcev, Shtip, to attract new members and create local ELSA group	Promotion	April 2014	National
	European Law Students' Association	Development of new ELSA website	Website	September 2014	N/A
	European Law Students' Association	Procurement of printer	Printer	January 2014	National
4	Macedonian Bar Association (MBA)	Development of new MBA website	Website	December 2014	N/A
5	Rule of Law Council (ROLC)	Development of one-year Strategic Plan	Strategic Plan	March 2014	National
	Rule of Law Council (ROLC)	NENO workshop to provide advices for the development and growth of the ROLC	Workshop	June 2014	National
<b>Total</b> 5 LPAs and CSOs Supported					
<b>Target</b> 3 LPAs and CSOs Supported					
<b>Achievement</b> Exceeded Target by 2 LPA/CSO					

## Result 1: Strengthened Advocacy and Citizen Participation in Judicial Sector Reform

Indicator: Number of policies changed or laws passed consistent with the agenda of justice-sector CSOs (or proposed negative changes defeated)

#	Name of the Law / Policy	Type of Law / Policy	Objective of Law / Policy	Passed or Changed?	Date
1	Judicial Code of Ethics	Code	Establish standards for ethical conduct of judges	Passed	June 2014
2	Law on Court Service	Law	Improves Employment, Evaluation, and Disciplinary Procedures for Court Employees	Submitted to MOJ	December 2014
<b>Total</b> 1 Policy Passed and 1 Pending					
<b>Target</b> 4 Policies Passed or Changed					
<b>Achievement</b> 50% of Target					

## Result 2: More Independent, Efficient and Consistent Application of Judicial Policies and Practices

Indicator: Number of legal institutions and associations supported by USG

#	Name of Legal Institution	Type of Support Provided	Date(s)
1	Judicial Council (JC)	<ul style="list-style-type: none"> <li>Development of Strategic Plan for the Judiciary for 2014-2016</li> <li>Provision of passwords to judges for use of on-line data base of laws</li> <li>Development of strategies for DCM and determine NTS for different case types</li> <li>Consultancy for establishment of Court Operations Support Office (Analytical Office)</li> <li>Development of Bankruptcy Software</li> </ul>	<ul style="list-style-type: none"> <li>December 2013-May 2014</li> <li>May 2014</li> <li>June-December 2014</li> <li>October 2014</li> <li>October-December 2014</li> </ul>
2	Administrative Office of the Court Budget Council (AO)	<ul style="list-style-type: none"> <li>Five trainings on financial and HR management, projecting case workload, and calculating cost per case to support development of needs-based budgets</li> <li>Upgrade of ABMS</li> <li>Consultancy for finalization of Staffing Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>April-June 2014</li> <li>January-March 2014</li> <li>June 2014</li> </ul>
3	Academy for Judges and Public Prosecutors (JTA)	<ul style="list-style-type: none"> <li>Commercial law roundtable on "The Influence of Legal Regulations on the Solvency of Companies"</li> <li>Development of Strategic Plan of the Academy for 2015-2017</li> <li>Training on "Judicial Writing Skills"</li> <li>Two meetings to harmonize judicial practice for civil judges of the 4 appellate courts</li> </ul>	<ul style="list-style-type: none"> <li>May 2014</li> <li>June-September 2014</li> <li>October 2014</li> <li>May and November 2014</li> </ul>



## Result 2: More Independent, Efficient and Consistent Application of Judicial Policies and Practices

### Indicator: Number of legal institutions and associations supported by USG

#	Name of Legal Institution	Type of Support Provided	Date(s)
4	Supreme Court of the Republic of Macedonia (SC)	<ul style="list-style-type: none"> <li>Purchase of replacement server</li> <li>Printing Jurisprudence Bulletin 2005-2014</li> </ul>	<ul style="list-style-type: none"> <li>July 2014</li> <li>October-December 2014</li> </ul>
5	Court Services Council (CSC)	<ul style="list-style-type: none"> <li>Workshop on “Successful Transitioning, Transfer of Institutional Memory, and Building Plan for Future Activities”</li> <li>Procurement of a Laptop Computer for the CSC staff</li> </ul>	<ul style="list-style-type: none"> <li>January 2014</li> <li>February 2014</li> </ul>
6	Appellate Courts	<ul style="list-style-type: none"> <li>Printing Judicial Practice Bulletins</li> <li>Printing Year-End Reports of Appellate Regions</li> </ul>	<ul style="list-style-type: none"> <li>Throughout 2014</li> </ul>
7	Administrative Court	<ul style="list-style-type: none"> <li>Purchase of 10 computers</li> <li>Analysis of the Performance and Operations of the AC for Improved Case Processing</li> </ul>	<ul style="list-style-type: none"> <li>April 2014</li> <li>June-July 2014</li> </ul>
8	Basic Court Skopje 1	<ul style="list-style-type: none"> <li>Development of Strategic Plan of the BC Skopje 1 for 2015-2017</li> <li>Consultancy for establishment of Court Operations Support Office (Analytical Office)</li> <li>Upgrade of the ACCMIS to include data on the warrants issued by this court</li> </ul>	<ul style="list-style-type: none"> <li>September-November 2014</li> <li>October 2014</li> <li>June 2014</li> </ul>
9	Basic Court Skopje 2	<ul style="list-style-type: none"> <li>Purchase of network scanner/printer/photocopier</li> <li>Development of Strategic Plan of the BC Skopje 1 for 2015-2017</li> </ul>	<ul style="list-style-type: none"> <li>January 2014</li> <li>August-November 2014</li> </ul>
10	Basic Court Kichevo	<ul style="list-style-type: none"> <li>Purchase of 8 computers</li> </ul>	<ul style="list-style-type: none"> <li>February 2014</li> </ul>
11	Courts with equipped courtrooms for ECR	<ul style="list-style-type: none"> <li>Purchase of 62 monitors and switches for enhanced use of ECR</li> </ul>	<ul style="list-style-type: none"> <li>March 2014</li> </ul>
12	Goce Delchev University, Faculty of Law, Shtip	<ul style="list-style-type: none"> <li>Refurbishment of a Courtroom</li> </ul>	<ul style="list-style-type: none"> <li>September-November 2014</li> </ul>
13	Court Administration Association (CAA)	<ul style="list-style-type: none"> <li>Drafting changes and amendments to the Law on Court Service (LCS)</li> <li>Developing Court House Rules</li> <li>Drafting Sub regulations for personal data protection</li> <li>Roundtable on “The Law on Court Service (LCS), its Concept and the Proposed Legal Solutions”</li> </ul>	<ul style="list-style-type: none"> <li>February &amp; April 2014</li> <li>March 2014</li> <li>April 2014</li> <li>November 2014</li> </ul>
14	Macedonian Judges Association (MJA)	<ul style="list-style-type: none"> <li>Technical assistance in drafting the Judicial Code of Ethics</li> <li>Printing Judicial Code of Ethics in brochure &amp; poster format</li> </ul>	<ul style="list-style-type: none"> <li>January-June 2014</li> <li>December 2014</li> </ul>
15	Macedonian Young Lawyers Association (MYLA)	<ul style="list-style-type: none"> <li>Printing Analysis “Access to Legal Professions for Young Lawyers”</li> </ul>	<ul style="list-style-type: none"> <li>November 2014</li> </ul>
16	European Law Students Association (ELSA)	<ul style="list-style-type: none"> <li>Presentation of ELSA brochure “Juvenile Delinquency - Prevention Instead of Punishment”, at 11 Oktomvri Social Care Institution in Skopje</li> <li>Presentation of ELSA brochure “Juvenile Delinquency - Prevention Instead of Punishment”, at the Juvenile Detention Center in Veles</li> <li>Presentation of ELSA brochure “Juvenile Delinquency - Prevention Instead of Punishment”, at the Basic Court Skopje 1</li> <li>Printing brochure on “Free Access to Public Information”</li> <li>Printing brochure on “Free Legal Aid”</li> </ul>	<ul style="list-style-type: none"> <li>January 2014</li> <li>February 2014</li> <li>May 2014</li> <li>May 2014</li> <li>December 2014</li> </ul>
17	Association for Emancipation, Solidarity and Equality of Women (ESE)	<ul style="list-style-type: none"> <li>Development and printing Bench Book on Domestic Violence</li> </ul>	<ul style="list-style-type: none"> <li>May-December 2014</li> </ul>
18	Rule of Law Council (ROLC)	<ul style="list-style-type: none"> <li>Awareness campaign on the new Law on Criminal Procedure</li> </ul>	<ul style="list-style-type: none"> <li>October 2014-April 2015</li> </ul>
<b>Total</b>		18 Institutions / Associations Supported	
<b>Target</b>		4 Institutions / Associations Supported	
<b>Achievement</b>		Exceeded Target by 14 Institutions / Associations	

## Result 2: More Independent, Efficient and Consistent Application of Judicial Policies and Practices

### Indicator: Number of USG-assisted courts with improved case management

#	Name Court <sup>3</sup>	Type of Assistance Provided	Date(s)
1	Basic Court Veles	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 26-27, 2014
2	Basic Court Shtip	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 6-7, 2014
3	Basic Court Kavadarci	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 26-27, 2014
4	Basic Court Gevgelija	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 26-27, 2014
5	Basic Court Kicevo	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 22-23, 2014
6	Basic Court Negotino	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 26-27, 2014
7	Basic Court Bitola	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 19-20, 2014
8	Basic Court Vinica	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 6-7, 2014
<b>Total</b>		8 Courts	
<b>Target</b>		8 Courts	
<b>Achievement</b>		100% of Target Achieved	

<sup>3</sup> Courts that effectively use ACCMIS in managing cases and identifying case processing gaps; apply differentiated case management; and have functioning committees for monitoring and taking corrective measures to reduce backlog of old cases

## Result 2: More Independent, Efficient and Consistent Application of Judicial Policies and Practices

Indicator: Number of policies/laws passed or changed to comply with the agenda of judicial-sector authorities and actors (or proposed negative changes defeated)

#	Name of the Law / Policy	Type of Law / Policy	Objective of Law / Policy	Passed or Changed	Date
	Seven (7) Sub regulations for Personal Data Protection in the courts:	Sub regulation	Process mapping of courts' IT operations, to provide consistent and modern system of courts' ICT operations, regulating the flow and protection of personal data in the courts in compliance with the Law on Personal Data Protection.	Adopted by courts' PJs	April-June 2014
1	Regulation for technical measures for providing confidentiality and protection of personal data				
2	Plan for implementing sub-regulation 1				
3	Procedure for defining responsibilities of the courts' IT staff and other authorized personnel when processing documents and using court IT equipment				
4	Procedure for disposing of documents and cleaning/disposing of media devices				
5	Regulation for video surveillance of court premises				
6	Procedure for backing-up, archiving, and storing personal data				
7	Procedure for reporting and eliminating incidents in the courts.				
8	Accounting Standards of the CBC	Internal regulation	Standardization of the work of court accountants in developing budgets based on high-quality, objective and consistent financial data	Passed by CBC	April 2014
<b>Total</b> 8 Policies Passed or Changed					
<b>Target</b> 3 Policies Passed or Changed					
<b>Achievement</b> Exceeded Target by 5 policies/laws					

## Result 2: More Independent, Efficient and Consistent Application of Judicial Policies and Practices

### Indicator: Number of courts that develop needs-based budgets

#	Name Court	Type of Assistance Provided	Date(s)
1	Appellate Court Skopje	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 27-28, 2014
2	Appellate Court Bitola	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 19-20, 2014
3	Appellate Court Shtip	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 6-7, 2014
4	Appellate Court Gostivar	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 22-23, 2014
5	Basic Court Skopje I	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 27-28, 2014
6	Basic Court Skopje II	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 27-28, 2014
7	Basic Court Veles	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 27-28, 2014
8	Basic Court Gevgelija	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 27-28, 2014
9	Basic Court Gostivar	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 22-23, 2014
10	Basic Court Debar	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 22-23, 2014
11	Basic Court Kavadarci	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 27-28, 2014
12	Basic Court Kratovo	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 27-28, 2014
13	Basic Court Kriva Palanka	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 27-28, 2014
14	Basic Court Kumanovo	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 27-28, 2014
15	Basic Court Negotino	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 27-28, 2014
16	Basic Court Tetovo	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 22-23, 2014
17	Basic Court Bitola	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 19-20, 2014
18	Basic Court Kicevo	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 22-23, 2014
19	Basic Court Krushevo	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 19-20, 2014
20	Basic Court Ohrid	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 19-20, 2014
21	Basic Court Prilep	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 19-20, 2014
22	Basic Court Resen	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 19-20, 2014
23	Basic Court Struga	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 19-20, 2014
24	Basic Court Berovo	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 6-7, 2014
25	Basic Court Vinica	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 6-7, 2014
26	Basic Court Delchevo	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 6-7, 2014
27	Basic Court Kochani	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 6-7, 2014
28	Basic Court Radovish	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 6-7, 2014

29 Basic Court Sveti Nikole	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 6-7, 2014
30 Basic Court Strumica	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 6-7, 2014
31 Basic Court Shtip	Training on financial management, human resources management, projecting case workload, and calculating cost per case	May 6-7, 2014
<b>Total</b> 31 Courts <sup>4</sup>		
<b>Target</b> 5 Courts		
<b>Achievement</b> Exceeded Target by 26 Courts		

## Result 2: More Independent, Efficient and Consistent Application of Judicial Policies and Practices

### Indicator: Public Trust in the Judiciary

#	Name of Survey	Survey Question	% in 2013	% in 2012
1	The International Republican Institute Survey	Percentage of survey respondents who responded “I trust” and “I fully trust” to the question “To what extent do you trust the courts?”	22.9%	24.6%
<b>Total</b> 20 %				
<b>Target</b> 29%				
<b>Achievement</b> Target decline by 9%				

## Result 3: Increased Fairness and Efficiency of the Administration of Justice through More Effective Legal Personnel and Efficient Processes

### Indicator: Ratio of new case filings to case dispositions in courts assisted by USG in the area of case management

#	Indicator	Clearance rate in 2014	% in 2013	Baseline %
	Ratio of new case filings to case dispositions in courts assisted by USG in the area of case management (ACCMIS)		110.6%	105.5%
1	Appellate Court Bitola	102.9%		
2	Basic Court Skopje 1	122.3%		
3	Basic Court Skopje 2	149%		
4	Basic Court Kumanovo	108.7%		
5	Basic Court Ohrid	113.1%		
6	Basic Court Prilep	109.8%		
7	Basic Court Gostivar	103.6%		
8	Basic Court Resen	108.9%		
9	Basic Court Veles	102.2%		
10	Basic Court Krushevo	102.7%		
<b>Total</b> 112.32% <sup>5</sup>				
<b>Target</b> 135.5%				
<b>Achievement</b> Target decline by 23.18%				

<sup>4</sup> All appellate & basic courts have been trained to prepare budget proposals using the model of budget and human resource forecasting by estimating future workloads based on current case factors (BASME trainings May-June '14)

<sup>5</sup> The total is average of the results of 10 selected courts in RM, and presents ratio of new case filings to case dispositions (based on the statistical data obtained from the Judicial Council of RM in January 2015).



### Result 3: Increased Fairness and Efficiency of the Administration of Justice through More Effective Legal Personnel and Efficient Processes

#### Indicator: Public perception of court efficiency

#	Name of Survey	Survey Question	% in 2013	% in 2012
1	USAID Democracy and Governance Survey	Percentage of survey respondents who responded “rather yes” and “yes” to the question “Do you think the courts in our country resolve cases in a timely manner?”	21.3%	26.8%
<b>Total</b> 26,8 %				
<b>Target</b> 28.5%				
<b>Achievement</b> Target decline by 6 %				

### Result 3: Increased Fairness and Efficiency of the Administration of Justice through More Effective Legal Personnel and Efficient Processes

#### Indicator: Number of justice sector personnel who received training with USG assistance (USG F Indicator 2.1.2-7)

#	Name of Training	Type of Personnel Trained	Date	Women	Men	Total Trained
1	Second workshop for drafting Strategic Plan for the Judiciary	Judges, court administration	February 6, 2014	6	2	8
2	Workshop for drafting changes to the Law on Court Service	Court administrators and staff	February 11-12, 2014	8	13	21
3	MYLA Training for ELSA members on Strategic Litigation	Law students	February 14, 2014	23	8	31
4	Third workshop for drafting Strategic Plan for the Judiciary	Judges, court administration	March 3, 2014	8	7	15
5	Rule of Law Council – Kaizen workshop	Law students, young lawyers and court staff	March 12-13, 2014	10	2	12
6	Workshop for developing Courts' House Rules	Judges, court administrators and court police	March 20-21, 2014	5	8	13
7	MYLA training for ELSA members on Project Cycle Management	Law students	April 11, 2014	13	1	14
8	Workshop for drafting Regulations for Personal Data Protection	Court administrators and staff	April 15-16, 2014	13	9	22
9	Workshop for drafting amendments to Law on Court Service	Court administrators and staff	April 28-29, 2014	9	11	20
10	BASME Workshop on court management for Shtip Appellate Region	Judges, court staff	May 6-7, 2014	17	14	31
11	Domestic Violence I Workshop	Judges	May 15-16, 2014	5	3	8
12	BASME Workshop on court management for Bitola appellate region	Judges, court staff	May 19-20, 2014	18	6	24
13	BASME Workshop on court management for Gostivar appellate region	Judges, court staff	May 22-23, 2014	7	8	15
14	Commercial law roundtable with judges, lawyers and business chamber	Judges, lawyers, notaries, enforcement agents	May 23, 2014	31	15	46
15	BASME Workshop on court management for Skopje appellate region	Judges, court staff	May 27-28, 2014	23	12	35
16	Workshop for Finalization of staffing guidelines	Judges, court administrators	June 4-5, 2014	9	8	17
17	Rule of Law Council – Urmo Kubar workshop	Law students, young lawyers and court staff	June 11-12, 2014	15	5	20
18	Domestic violence II Workshop	Judges	June 16-17, 2014	6	4	10

### Result 3: Increased Fairness and Efficiency of the Administration of Justice through More Effective Legal Personnel and Efficient Processes

Indicator: Number of justice sector personnel who received training with USG assistance (USG F Indicator 2.1.2-7)

#	Name of Training	Type of Personnel Trained	Date	Women	Men	Total Trained
19	DCM Workshop – Markus Zimmer	Judges	July 4-5, 2014	7	4	11
20	General Strategic Planning Workshop – Academy for Judges and Public Prosecutors (JTA)	Judges and JTA staff	July 8-9, 2014	11	4	15
21	General Strategic Planning Workshop – Basic Court Skopje 2	Judges and court staff	August 24-26, 2014	5	4	9
22	DCM Workshop	Judges	September 12-13, 2014	3	5	8
23	ToT for court typists on the use of Electronic Court Recording – appellate regions Skopje and Shtip	Court staff	September 18-19, 2014	29	0	29
24	ToT for court typists on the use of Electronic Court Recording – appellate regions Gostivar and Bitola	Court staff	September 25-26, 2014	22	0	22
25	Domestic violence III Workshop	Judges	September 25-26, 2014	4	3	7
26	ToT for Court IT Administrators on the use of Electronic Court Recording	Court staff	October 2-3, 2014	10	23	33
27	General Strategic Planning Workshop – Basic Court Skopje 1	Judges and court staff	October 2-3, 2014	7	4	11
28	Training on Judicial Writing Skills	Judges	October 8, 2014	15	14	29
29	Workshop for Finalization of SC's Jurisprudence Bulletin	Judges and court staff	November 7-9, 2014	14	5	19
30	DCM Workshop - Suzanne Schneider	Judges	December 3-4, 2014	7	4	11
TOTAL				360	206	566
Total 560 justice sector personnel trained 360 women and 206 men) <sup>6</sup>						
Target 500						
Achievement Exceeded target by 60 justice sector personnel trained						

### Result 3: Increased Fairness and Efficiency of the Administration of Justice through More Effective Legal Personnel and Efficient Processes

Indicator: Number of legal courses or curricula developed with USG assistance

#	Name of Legal Course Developed	Type of Legal Course	Objective of Legal Course	Date Developed
1	The Influence of Legal Regulations on the Solvency of Companies	Training	Tailored training for civil and commercial judges, business chambers, lawyers, notaries and enforcement agents, to enhance their knowledge on the new financial instruments for compulsory payment of debts	May 23, 2014
2	Domestic Violence Training	Training	Tailored training for civil and criminal judges, members of the working group for drafting Bench Book on Domestic Violence, to help define the necessary steps and outline a schedule for the preparation of the Bench Book	May 15-16, 2014
3	Judicial Writing Skills	Training	Tailored training for newly elected civil judges to improve their writing skills and good elaboration of facts, to increase quality of decisions	October 8, 2014
Total 3 Legal Courses or Curricula				

<sup>6</sup> The total number of justice sector personnel trained does not encompass the participants in roundtable discussions, conferences and brochure promotions, organized with USG assistance. The complete list of all trainings and conferences with all participants is presented on page 28.

<b>Result 3: Increased Fairness and Efficiency of the Administration of Justice through More Effective Legal Personnel and Efficient Processes</b>			
Indicator: Number of legal courses or curricula developed with USG assistance			
#	Name of Legal Course Developed	Type of Legal Course	Objective of Legal Course
Date Developed			
<b>Target</b> 2 Legal Courses			
<b>Achievement</b> Exceeded target by 1 legal course or curricula			